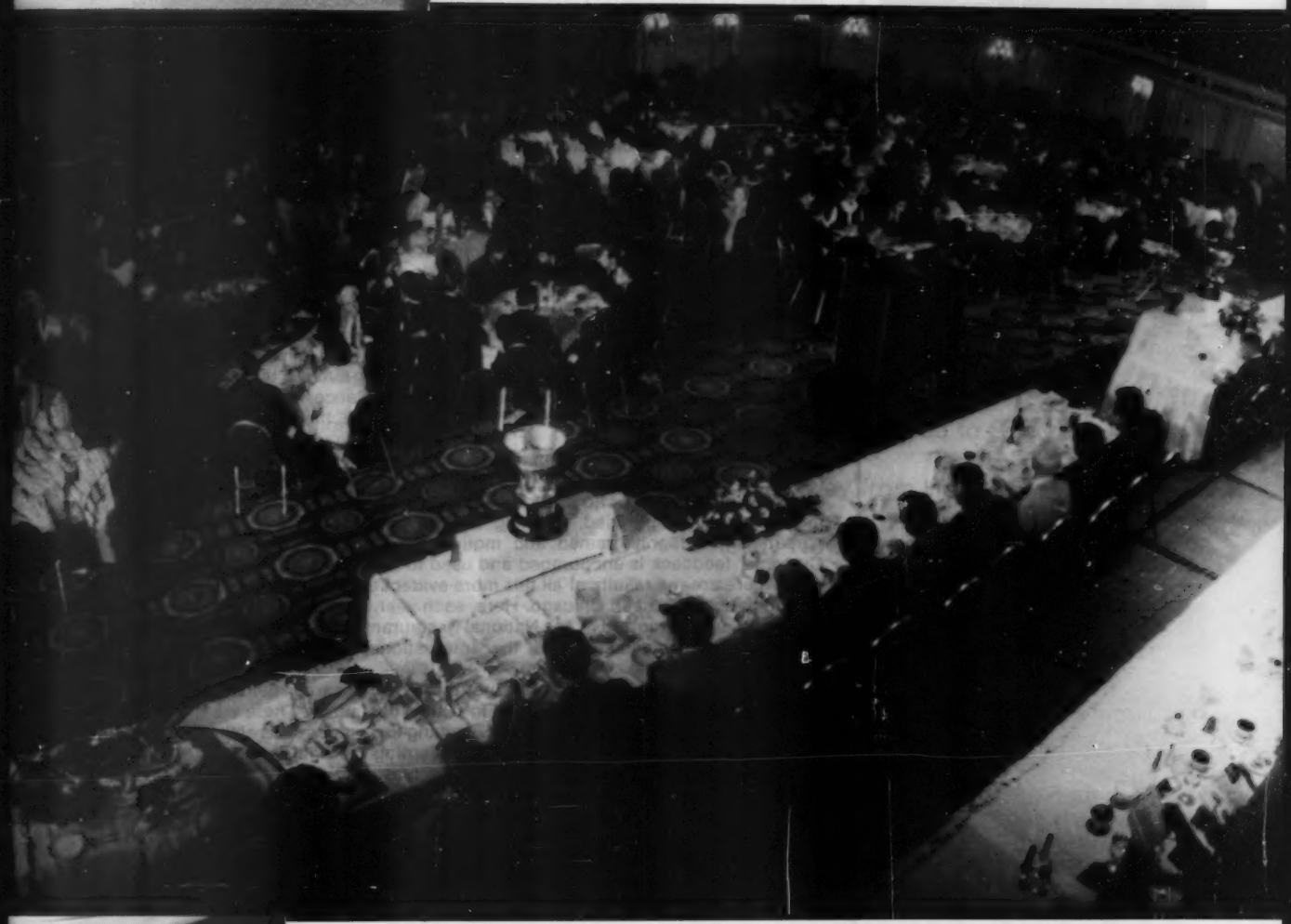
AFRP 85-1 Vol. 26, No. 2
Summer,1985

"Dinner with Merwin," page 10.



Air Force Engineering & Services Quarterly

From the Director

This issue of the *Quarterly* is oriented toward the Services side of the Engineering and Services family. While there have been many articles devoted to Services over the past several years, this is the first time the Services theme has been reflected on the *Quarterly* cover. In retrospect, it's overdue.

In the last issue of the *Quarterly*, I stated in an article that "we have achieved standards (of service) undreamed of when this periodical was founded." While this is certainly true of Civil Engineering, it is probably even more true of Services. Across the board — from our commissaries and dining halls, to linen exchange and billeting — there has been an exponential improvement in the way Services meets the needs of the Air Force. Services personnel are highly motivated, and — just as important — their contributions to the Air Force's wartime mission is fully recognized by commanders up and down the chain.

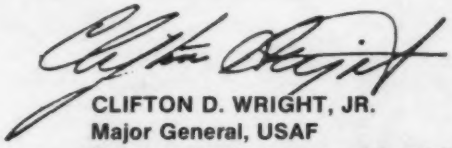
Commissaries offer an excellent example. The many new stores being built around the Air Force, the increased emphasis on customer relations, and the commitment to quality foods at the lowest possible cost, all have served to enhance the image of our commissaries. All these improvements have come about because many dedicated people — including numerous Services officers, NCOs, enlisted and civilian personnel — worked very hard to make the Air Force Commissary Service a model of efficiency and service. Even on the lesser-known — but extremely vital — AFCOMS role of troop subsistence, the provision of food to sustain combat forces during contingencies and war, the improvements have been dramatic.

Similarly impressive have been the advances in food service. The term "mess hall" may have been more than appropriate in the past, but today's Air Force dining halls bear little or no resemblance to their forebears. Facilities have been modernized and upgraded. Cooking techniques are improved. Food service personnel are highly trained and motivated to provide first class service. Customer feedback is encouraged and used to make constructive change.

Nowhere are the results of all this more evident than at the annual Hennessy Trophy presentations in Chicago. Here, each year, the best of our food service personnel are recognized by the National Restaurant Association, the Society of Foodservice Management, and the International Food Service Executive Association.

While no one will argue the fact that the Services career field is good and getting better, we must be careful not to rest on our laurels. There are still many areas where we can (and will) improve. Training for our people is at the top of my list; we must be sure the right people are learning the right things at the right times. We must also reemphasize the image (yes, with a small "I") we project. Everyone in the Services community must be aware and proud of the part that they play in supporting the Air Force's warfighting capability. And those of us in the "corporate leadership" must be sure to do our part to keep the career field viable and attractive to talented young men and women.

So far, so good. Let's keep the momentum going.



CLIFTON D. WRIGHT, JR.
Major General, USAF
Director, Engineering and Services

Hennessy — USAF's "Oscar" for superior food service, honors teamwork and expertise. It is emblematic of image makers excelling through customer service.

Air Force Engineering & Services Quarterly

Summer, 1985

AFRP 85-1

Vol. 26, No. 2

INDEX

Features:

4 • A Long Road to Success: AFCOMS

10 • Dinner with Merwin

14 • Warriors

26 • Whatever Happened to Bulldozer U?

28 • Home Away from Home

31 • Ready Now

Departments

9 • CESMETtips

16 • ESQ World

24 • Tecnotes

34 • Current Emphasis

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The **Air Force Engineering and Services Quarterly** is an official, non-directive publication of Headquarters United States Air Force, published quarterly under provisions of Chapter 12, AFR 5-1. Its purposes are to

- Attract highly qualified personnel to the Air Force Civil Engineering and Services career fields.
- Promote effective training, education, and retention.
- Communicate vital concepts, policies and practices which affect the wartime readiness of the United States Air Force.
- Promote professionalism, and devotion to duty.
- Stimulate planning for the wartime survival of our personnel, weapons systems and facilities.
- Develop Air Force stewardship of the well-being, quality of life and facilities support to Air Force personnel and their families throughout the world.
- Promote awareness of the efficient, effective and essential facilities needs of the Air Force.
- Transfer knowledge of Air Force Engineering and Services' technical and scientific achievements.
- Promulgate teamwork among the Air Force Engineering and Services' total force.
- Achieve a professional dialogue to enhance the thought, development and contributions of the Engineering and Services team worldwide.

The **Quarterly** editorial offices are at HQ Air Force Engineering and Services Center, Tyndall AFB, Fla. Contributions, suggestions and criticism are welcome. Opinions expressed do not necessarily reflect the official viewpoint of the Department of the Air Force, the Director of Engineering and Services or the editorial staff. Authority to publish this periodical automatically expires in January 1986 unless its continuance is authorized by the approving authority prior to that date. The use of a name of any specific commercial product, commodity or service in this publication does not imply endorsement by the Air Force.

Member of the E&S Team

A Long Road to Success: AFCOMS

by Michael D. Hawkins

The year was 1960. President Eisenhower had just left the White House and Spam had sold its billionth can, becoming the nation's most popular canned meat.

Eisenhower, like thousands of military men and women who had sampled and resampled Spam on the battlefield during World War II and in Korea, later gave it somewhat mixed reviews, saying "I ate my share of Spam along with millions of other soldiers. I'll even confess to a few unkind words about it — uttered during the strain of battle you understand. But as the former Commander-in-Chief, I believe I can still officially forgive you your only sin — sending us so much of it."

But it sold; testimony to the influence of the battlefield kitchen.

Twenty-five years later, Air Force commissaries still list Spam as one of their top sellers. But there's little else to compare between the Air Force Commissary Service (AFCOMS) of today and the loosely organized system of commissaries and troop support functions that operated in 1960.

Today, AFCOMS, a streamlined organization, handles more than $2 billion in sales at 138 resale stores and 113 troop support locations around the world.

Troop support is AFCOMS' primary mission. AFCOMS must ensure food and rations are available wherever and whenever needed for troops on the battlefield or in dining facilities. To this end, a trained management and work force is required, as well as continuing lines of supply and transportation. Today, commissaries and troop support facilities operate together in most locations. The commissary officer or store manager is ultimately responsible for both troop support and the commissary resale operation.

There were other differences in the troop support business 25 years ago.

It was easier in those days, according to Bob "Tex" Humphries, a commissary operations specialist at headquarters AFCOMS who retired as a chief master sergeant after 28 years in the Air Force services field.

The Worldwide menu was followed to the letter. If the menu for the day said liver, onions and beans, that's what we served. There were no substitutions. A la carte has changed

that. Dining halls today offer a large variety of items, i.e., usually 3 entrees, several pastries, ice cream, etc. The MRE has replaced the MCI and the IF, and has a longer shelf life, a lighter weight, and is more acceptable. We've come a long way.

That's true not only in troop support, but in the commissary resale business too. In 1960, there were more than 150 Air Force commissaries in the U.S. alone. There were another 60 overseas. Each store was managed locally by base commanders and store managers. Every major command had its own set of operating policies and procedures for stocking and selling merchandise.

Since each store was a "stand alone" — there was no buying clout — no way to ask for price reductions based on sales volume. Commissaries in out-of-the-way locations (northern tier Strategic Air Command bases, for instance) had problems getting food delivered, much less at a discount. In most cases the stores were bare bones operations. The merchandise that was available was all that was going to be available. Customers took what they could get. How well a commissary was run depended on the desire and ability of the commissary managers, the base commander's attitude toward the commissary, and how much influence the major command had over the operation. The results in some cases were outstanding, considering. In others, they weren't.

The first commissaries were literally afterthoughts. Most of them were placed in converted warehouses never intended to be used as a grocery store. The store at F.E. Warren AFB, Wyo., which is still in use, was originally an indoor horse exercise stable.

This situation didn't change rapidly, since the construction of new commissaries was paid for out of appropriated funds in those days. With major commands overseeing their own commissaries, it was a matter of guns versus butter, and commissaries were usually low on the list of priorities.

This was especially true in the hectic 1960s when the nation was embroiled in Vietnam. In the 1970s, it became clear to many, both in Congress and the Department of Defense, that the military commissary system was outmoded and was not serving the customers as well as it should. Many began to question the wisdom of continuing to commit funds to the operation and construction of this system. DOD established a commissary study group to recommend solutions. Frank Derby was a member of that study group.

Derby, now the deputy to the AFCOMS commander, retired from the Air Force in 1967 as a chief warrant officer after a career in Services. He continued in the commissary business at the Strategic Air Command and, when asked to join the study group, was in charge of all SAC commissaries.

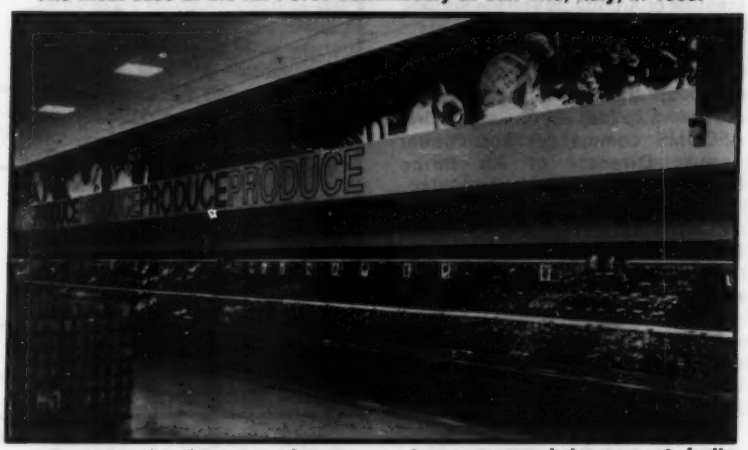
Among the possible commissary solutions discussed by the DOD group were abolition, consolidation, and reorganization within each service. Following the DOD study, Air Force conducted a study of its own.

As a result of the studies, AFCOMS was formed in 1976. Derby was the first civilian hired at AFCOMS headquarters by its first commander, Maj. Gen. Daniel Burkett.

In the same year, the AFCOMS Directorate of Engineering was formed. J.B. Cole, now the deputy Air Force Regional Civil Engineer, Central Region, at Dallas, Texas, was named director. Designing and constructing new stores was the new command's top priority, followed by modifying existing stores to bring them up to acceptable standards.

"We had the advantage of doing nothing but commissaries," said Cole. "We worked with the commissary operations people in the headquarters to develop a design for a functionally efficient store that still

The meat case at the Air Force commissary at San Vito, Italy, in 1963.



Graphics in this commissary use large reversed images of fruits, vegetables, meats, and other items to draw the shoppers into the right areas.

gave our patrons a pleasant shopping atmosphere.

"We quickly discovered that even if a design looked great, but made it hard on patrons, it was no good to them or us."

Surcharge money was made available to build new stores or modify existing ones. The surcharge also paid for utilities in all stateside commissaries, supplies, some equipment and transportation costs. The last Air Force commissary to be built in the United States with appropriated money was opened in 1978 at Barksdale AFB, La. In 1977, the first AFCOMS store, built entirely with customer surcharge money, opened at Davis-Monthan AFB, Ariz. Since then, AFCOMS has opened 44 new commissaries. Twelve more will open in fiscal year 1985, including a replacement for the former riding stable at F.E. Warren.

Over the past 8 years, AFCOMS engineers have been able to learn from their experience. It now takes an average of 18 months to open a new store. That includes design, contract award, and construction time. The new commissaries include attractive interior graphics, wider aisles for shoppers, exterior designs to complement and maintain the architectural integrity of an installation, and more.

"This has given us a top-notch reputation for construction in the Air Force," said Walt Winters, Jr., AFCOMS current director of engineering. Since 1981, AFCOMS engineers have received 25 different awards for their design and construction work, including Air Force Design Excellence Awards and recognition from the American Institute of Architects and the Society of American Registered Architects.

AFCOMS engineers have made some of their greatest advances in the area of energy conservation, according to Maj. Gen. Gary Alkire, AFCOMS commander and former deputy Director of Air Force Engineering and Services.

"Commissaries are known as one of the biggest energy users on an Air Force installation," said the general. "In the past, they wasted enormous amounts of energy."

J.B. Cole said his first challenge was to develop a solid energy philosophy that could be incorporated into every store design, no matter how large or how small.

"Heat reclamation was our first real success," said Cole. "We just used the heat our refrigeration system rejected in other areas of the store. It now handles our hot water requirements as well as our heating requirements in the winter."

"AFCOMS now leads the industry in this area," said General Alkire. "They're catching up, but we've got the jump on them."

Another area in which AFCOMS leads the industry is in the detailed design package it presents for each commissary. Every feature of a store is outlined in the package when it's given to an architect. Air conditioning, refrigeration, and electrical and lighting designs are all included. Floor, wall and ceiling finishes are also specified.

"This cuts design costs significantly," said General Alkire, "and design time is down to just about 6 months on new stores instead of the 12 to 18 months allowed on most DOD designs."

AFCOMS engineers are still looking for ways to design and build better commissaries, according to Walt Winters, but they're also working to maintain the stores they have.

"We're telling our store managers and commissary officers to work with their base civil engineers. Once we complete the commissary, it's turned over to the base. If the commissary manager doesn't keep on top of the routine maintenance required and submit work orders when necessary to make sure work is completed, a new store can go downhill quickly. It's got to be a team effort. We make sure the store manager knows who to work with, and of course we're always available if something can't be handled locally."

Construction was the big push in 1976, but it was followed closely by a need to streamline the commissary operation. AFCOMS' twofold mission, troop support and resale store operation, required a steady hand and a firm foundation in merchandising and customer service.

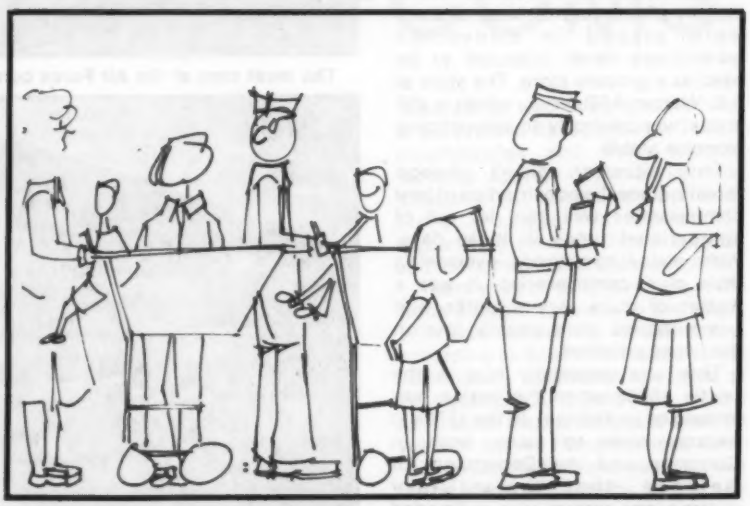
Bill Moran joined AFCOMS in 1976 as the director of operations. He continues there, today.

"Our philosophy from the very beginning was to serve the customer," said Moran. "We've always known that every commissary belonged to the base...the people there and the base commander. We manage the stores for them and want to give them our very best. Our customers are the most important part of our business. They're first-class. We give them what they want, whether it's a brand name, house label, or generic merchandise. That's what we're here for, to serve them."

Using the buying clout of 138 stores in the new command, Moran was quickly able to establish a pattern of price reduction that has continued and has grown to this day.

This is the basis for several special services designed to offer customers the best merchandise at the lowest possible price.

The "mandatory stockage program" is available to vendors, manufacturers, or distributors who want to offer a special price reduction



"Busy shoppers" adorn the walls of the new Maxwell AFB, Ala., commissary. The new store was opened in January.

The post commissary at Jacksonville, Fla., in 1861.

of at least 15 percent off the normal price on an item or items carried in all Air Force commissaries. In turn, AFCOMS guarantees each store will carry the item for a specified period. This gives the merchandise tremendous market saturation. The minimum 15 percent discount obtains a special "point of purchase" logo, the "Smart Owl." Moran and his people worked for 8 years to build customer recognition for the symbol.

A monthly sales program is also available. The same 15 percent minimum discount, which is all passed on to the customer, gets the Smart Owl and a guaranteed promotion in the stores which already carry the item as part of regular stock.

Customer convenience was another "target for improvement" from the very beginning. One of the programs designed to make shopping more pleasant for customers was the standard merchandising "set" developed by AFCOMS. Over a 3-year period, each commissary was completely rearranged — all the merchandise removed from the shelves and put back into place in the standard configuration. A team began the reset after closing Saturday and completed the job in time to have the store cleaned and opened Tuesday morning.

"One of the underpinning ideas behind the reset program was to help make change-of-station moves easier for our customers," said Moran. "We recognize that military men, women and their families are a special breed. They move frequently, changing jobs, homes, schools, and friends. No matter what base they're assigned to, though, the basic commissary shopping pattern is the same. It makes the move a little easier to take. It's a small touch, but we think it's important."

Moran recognized from the beginning that store managers and commissary officers had to play a large part in deciding what their stores would stock based on local customer demand. They also needed to have the freedom to work with vendors and distributors to get the best prices possible for their customers. He also wanted to ensure that there were checks and balances at every installation.

To this end, each base has a commissary advisory council, which works with the base commander, Services officer, and store manager to ensure that the commissary is responsive to the needs of patrons. They also set certain policies, such as the hours of operation that will best suit the shoppers at their base.

These patron services and savings programs have paid dividends over the years. In 1984, AFCOMS shoppers saved more than $92 million thanks to the mandatory, monthly and local sales plus three special annual sales held during the year. Local savings accounted for $57 million of that.

Savings and service were the key elements in Maj. Gen. Charles Woods' philosophy when he became commander of AFCOMS in 1978. One of his earliest experiences as commander made him aware of a problem that still exists today.

He tells the story of a young military driver who was assigned to him on a visit to a base in the Midwest.

"I wanted to stop at the commissary and visit with the folks working there, talk with the patrons to see what they thought of the store, and find out what was going on. We parked, and I explained to this young airman first class that I'd be in the store for 45 minutes and asked if she'd like to go in and browse while I was there. Her reply shocked me.

'No sir,' she said. 'I'd like to, but I'm not allowed.'

"At first, I thought I'd misunderstood — I must have given her a strange look.

'I'm single, and I know that commissaries are only for married people,' she said."

That, said the general, gave him a new perspective.

"I'd never imagined that there might be Air Force people who thought they couldn't use the commissary because they were single. I realized then that a large part of my job had to be to get the word out — what the commissary was all about, how we were able to serve them and what they could do to stretch their dollars further."

That job continues today, according to General Alkire.

"We have to keep on telling the story to the young people, enlisted and officers. Many of them don't take advantage of the savings we offer, and that's too bad, because they can use it more than most."

AFCOMS relies heavily on local commander's calls, base newspaper and newcomers' briefings to help get the message out.

In 1982, Maj. Gen. George C. Lynch took command of AFCOMS. Customer service, accountability, and increased use of data automation were a few of his major concerns as commander.

One of his first steps was to establish a post-paid customer comment card called the "Action Line."

Action Line cards were placed in every Air Force commissary with posters and flyers describing the new program. Customers were encouraged to jot down any problems they might have and send them in. General Lynch read each card. His staff prepared an answer which he signed — if it washed.

"If we screwed up, that's what I wanted to say," said the general.

"And then we did better."

The Action Line card program continues today. General Alkire reads each card and signs answers only when he's satisfied that no one's trying to gloss over a problem.

"I want to make sure our customers know that the first place to go for an answer is the store manager or commissary officer. But they must have someone take care of the situations that the manager can't handle. That's me."

To date, more than 2,000 Action Line cards have been sent in by AFCOMS customers. Each has been individually answered. More than half of them have said, in one way or another, "Thanks for the savings and service."

General Lynch's concern for accountability was best summed up in his "squeaky clean" philosophy.

"If we're not (squeaky clean), if even the hint or suggestion of wrongdoing is attached to us, we stand a chance of losing our credibility as a public trust."

To make sure AFCOMS would do everything possible to prevent the perception of wrongdoing, he established the AFCOMS Inspector General.

Today, AFCOMS IG has three no-notice teams that use exacting standards to test the efficiency and reliability of the stores.

Using technology to improve AFCOMS productivity was another item high on General Lynch's agenda. To that end, he strengthened the command's data automation capabilities and established the Information Systems Directorate, which immediately launched a full-scale campaign to make at-the-checkout scanning a reality in all Air Force commissaries. Today, AFCOMS is opening many of its new commissaries with scanning already installed. By the end of calendar-year 1988, most of the 138 stores around the world will have scanning.

During a training exercise, an Air Force security policeman tries a meal, ready to eat.

Scanning cuts down on the time required to train new cashiers. That's especially useful in areas like Alaska where cashier turnover is a problem. It will also make inventory management and stock control procedures simpler and more exact. Eventually, automated ordering systems will be in use throughout AFCOMS, thanks to scanners and backroom computers.

General Alkire took the helm at AFCOMS in September, 1984. He recently spoke at the opening of the new Carswell AFB, Texas, commissary, the second largest in the U.S.

"Your surcharge," he told shoppers, "is helping improve the quality of life for Air Force people and their families around the world.

"In 1985 we'll open stores at Travis, Fairchild, and Misawa, as well as Powell, Wyo. and Haver, Mont. (The latter are strategic training range complexes.)

"Seven new stores have been approved for 1986, four of them overseas and, through 1990, 28 more have been approved, including 10 in Europe, where nearly every base will have a new commissary."

New and improved commissaries, and the savings they offer to customers, play an important role in retaining qualified people in the quality force. The most recent survey by the American Logistics Association, a private, nonprofit organization, showed that the commissary entitlement helped influence 56 percent of the enlisted force to remain in the Air Force.

Air Force families save an average of $950 each year buying their meats, groceries, produce and household items at cost in the commissary.

"That," said General Alkire, "is also a good deal for the taxpayers. If we closed the stateside commissaries and paid just the married members the $950 they save in the stores, that would cost $350 million more than the appropriation now paid for the commissaries. And that wouldn't even address the issue of single members or our retired shoppers.

"Add to that economic advantage the very real feeling of community our people get when they know the Air Force cares for them. That's crucial in a job which often separates the family members for weeks or months at a time. A husband or wife can be forced to leave the rest of the family for an extended temporary duty or new assignment. You've got to have a strong sense of community sharing, a support network, to keep the family strong. Commissaries are an important part of that."

General Alkire believes that the commissary entitlement is also important to retired members and their families.

"The commissary is part of an implied contract we've made with retired members," he said. "Not only do they deserve what they've earned with their years of dedication and service, we have to consider that active duty members watch their retired counterparts very closely. Those on active duty are always asking themselves, 'Is it worth it?'

"If retirees lost the commissary entitlement, it would send some pretty bad signals through the active duty force. That would hurt our retention and readiness."

In the past 25 years, Air Force commissaries have come from abandoned warehouses to modern, state-of-the-art supermarkets costing an average of $7 million to $8 million each. Troop support has entered a new age. The armed force travelling on its stomach can now travel in style and choose from the menu. In 1984, Air Force troops needed $143 million worth of food.

Air Force commissaries of 1985 do 45.6 percent of the DOD commissary business with 39.1 percent of the funds. They average $8.8 million in sales every day, making the command the 14th largest retailing group in the United States, including all commercial operations. And in 1985, Spam still sells like crazy.

Some things never change.★

Michael D. Hawkins is now a student attending the University of Texas, San Antonio, majoring in engineering. He previously served since 1979 in the Directorate of Public Affairs, HQ Air Force Commissary Service, Kelly AFB, Tex. While serving in the Air Force, he was promoted to technical sergeant under the Stripes for Exceptional Performers program. He is a graduate of basic and advanced courses at the Defense Information School, Ft. Benjamin Harrison, Ind.

CESMET tips

LOGISTICS

Whether your unit is supported materially by COCESS, GOCESS, LOGCES, or SBSS, the M09 (BCE due-out listing) is one of the few remaining direct links you have with Base Supply. It is important to you, your shops, and your customers that the estimated delivery dates listed on the M09 be as accurate and timely as possible. Often, the shops plan and schedule their work based on these dates. CESMET has noted that many of the M09s require a great deal of follow-up action. The chief of Logistics and the base Stock Control Officer must become more aggressive in their attempts to obtain current and timely status from depots and the procurement office. Sources of the common problems include:

- **Numerous items with expired EDDS.** (Some date back to early 1983 and 1984.)
- **Failure of logistics to follow-up in accordance with established procedures.** Follow-up by phone, although preferred in some cases, does not always work. Follow established AFM 67-1 or locally developed written procedures.
- **Some personnel unable to read status details.** More training in this area would help. If they are unable to read or analyze the details, how can they possibly work the MO 9?
- **Due-in details not re-input in a timely manner.** This is a stock control function based on input or additional data from Logistics. Again, follow procedures established in AFM 67-1, or local directives.
- **Numerous computer follow-ups.** We have noted as many as six computer follow-ups before a supply assistance message was generated. Can your customers live with this type of support? A good rule of thumb is to let your computers talk to each other twice. After the second computer follow-up is generated and you still haven't received an answer, then generate a supply assistance message. This should at least get some sort of status detail from the depot.

Supply should remember its customers view its support as being responsive or non-responsive, based on how it can respond to a given requirement. A thorough review and follow-up on those items with unsatisfactory status, no due-in detail, or, no status, are ways that CE, Logistics, and Supply can improve customer service and reduce materiel or response time. Think about these problems the next time you review your M 09.

CESMET has seen some excellent BCE update briefings over the past year. A good briefing does two things: it helps the CE work force to achieve the goals important to the BCE; and, it informs the leadership, in positive language, how CE is supporting the mission. Within the Logistics area, we normally see from three to five slides depicting some sort of Logistics material data. If you do not have any in your briefing, here are some suggestions which will help keep the BCE and the chief of Operations advised on what's happening. They are not all-inclusive, and you certainly may want to develop some of your own. Hopefully, this list can serve as a starting point.

- **Bench stock** availability rate (AF 1920)
- **Residue** line items and dollar value
- **Appliance management** — Amount of 3 percent backup stock on hand and on order
- **Materiel response time** for job orders and workorders
- **CE stockage** and issue effectiveness (M32)
- **Tool management**, if applicable
- **Special levels**, number and dollar value
- **Customer liaison** visits by CE
- **Number of personnel** receiving supply training this month and for the last 6 months.

(HQ AFESC/DET, Lt. Col. Wyatt, AUTOVON 970-6138)

MORTUARY AFFAIRS

How can I develop an outstanding Mortuary Affairs program? CESMET has seen many innovations that demonstrate effectiveness over and above the norm. Here are some ideas:

- Develop a professional mortuary affairs roadshow briefing. Brief squadron commanders on their role in active duty death situations, on-scene commanders on your role in disaster preparedness, and, dependent organizations (OWC and the NCOWC) on mortuary benefits.
- In conjunction with casualty affairs, establish a casualty/mortuary affairs handbook outlining the responsibilities of various offices (chaplain, squadron commander, etc.) during a death situation. (Cannon AFB has a good one.)
- Develop professional briefing folders for escorts and summary court officers. Personalize the folders with local phone numbers, potential problem areas, and example copies of finished escort and summary court officer reports.
- Use a "pager system" to ensure quick notification and fast response.

(HQ AFESC/DET, Maj. Wintner, AUTOVON 970-6111)

Dinner with Merwin

by H. Perry Sullivan Jr., Editor

There is a marvelous scene in Norman Mailer's **Naked and the Dead,** *in which a GI asks the cook, "What is this swill?" The cook replies that it is owl droppings (in a vernacular unfitting for the* **Quarterly***). The GI then says, "Oh. I thought it was something that we hadn't had before."*

America drafted sizeable portions of the male population of three generations and sent them off to war, most of them badly fed — nutritiously most of the time but still badly. Jungle rations, trading chocolate bars with the natives for a chicken or a bit of pork, or using up thousands of rounds of ammunition to bring down a vagrant water buffalo were alternatives to the familiar cutting sound of the can opener that preceded each meal.

If anyone really felt that something could be done about it, it was John Hennessy. If anyone did anything about it, it was probably Roger Merwin, now retired from Air Force civil service and living in Panama City, Fla. At the time of Merwin's retirement, he was deputy director, Housing and Services, Headquarters Air Force Engineering and Services Center at Tyndall. John Hennessy was a food impressario, a graduate of Statler and Hilton; a man to whom private industry and the Air Force turned after the Hoover Commission recommended that military feeding be upgraded as a matter of priority. (For the current administration, the Grace Commission represents what the Hoover Commission represented in the mid-1950s.)

However, Hennessy never lived to see the fruits of his arduous labors — travelling, looking into food service, making recommendations, and providing a focus for the effort as chairman of the Hoover subcommittee on subsistence. When he died in 1955, the efforts continued after him. When his grand idea of a food service competition finally jelled, it was logical to name the award in his honor.

The person who made the Hennessy competition work, the glue holding it together for nearly 30 years, was Merwin. Born in Buffalo, N.Y., a '42 graduate of Cornell University in Hotel Management, he is an ex-Army (not Air Corps) pilot, who flew little planes in two wars. After training in Arizona, he briefly was at Camp Phillips, Kans., before transferring to the United Kingdom at Alderly Edge. He moved into France on D-Day plus 6 days with the 79th Infantry. Once he was shot down, suffered shrapnel wounds, and returned to duty to finish out the war. His sensitivities to food service are a natural by-product of the times:

ESQ: What did they feed you in those days?

Merwin: Food service was out of a can. They fed us C rations and K rations. We also had "rations of the day." We had a cook who was a talented scrounger. He would come up with some interesting menu items. I had a background in food service, so, I could see what we needed. We traded candy and cigarettes for ham hocks and German flour. So, we ate very well.

ESQ: Who did you depend upon for food service?

Merwin: The air section operated as a separate section of some 25-30 people. For all intents and purposes, we were a separate unit. We had our own field range. The walking troops basically ate canned food. When you got back to division level, they had mobile kitchens. But, even being a separate section didn't overcome the problems of moving. Basically, when we were moving, it was C rations. When we were stationary, we had what the Army called "10-for-1" — 10 people to a canned meal setting. That's why "rations of the day" were so welcome.

ESQ: What did you do after the war?

Merwin: I went to work for the Richmond Hotel Co., in Richmond, Va., as a steward in 1945. Then they made me the assistant manager, then finally the manager. Since I knew

everything that there was to know by that time, my wife and I leased a restaurant up in the Berkshires, near Williamstown, Mass. I was in the Reserves at that time. The Korean war was going on. So, we dropped the lease and I went to work for the Oglethorpe Hotel in Brunswick, Ga. We called it the "world's largest anthill." It was designed by Stanford Wright. There was another hotel up at Savannah on Wilmington Island called the General Oglethorpe. People were always getting them confused. Pay wasn't much back in those days. However, there was some compensation for low pay. The manager and the assistant manager both got room and board. That made the money you did get go a little farther.

ESQ: Did the war finally catch up with you?

Merwin: Yes. I received an invitation to rejoin the Army. There were two alternatives. Either you were recalled as a reservist, or you were drafted. I got recalled and returned to active duty at Ft. Rucker, Ala., for transition training. Because of the small size of the airplanes, we had a height restriction of 6 feet. It didn't matter that I was 2 inches too tall, 20 pounds overweight, and 3 years too old. On the paperwork, they put, "Waived," "Waived," "Waived." Then I went to Korea flying L-5s, almost exactly what I was doing in World War II.

ESQ: What were the big changes in food service?

Merwin: Food service was almost identical to World War II. We were still eating Cs and Ks. And, once again we were operating almost independently. The food that the Army intended for us had progressed somewhat, from a 10-for-1 to a 25-for-1. We used to have a good deal to do with the Navy. They would send observers to our unit. We would fly them. This is how they coordinated the fire from the battleships. It was fire control observation for the Navy. (During World War II, I did something like that at Cherbourg.) I remember they sent us an ensign. He had his sea legs, but he kept getting airsick. I also flew forward air control missions for the Air Force. Anybody who was in the Army at the time will remember that there was an absence of fresh vegetables in Korea. Yet, the Air Force had them. Needless to say, trading a little flying was an opportunity to improve the fare.

ESQ: People associate Korea with "MASH." Did you get in any hospital time?

Merwin: Yes, we had a MASH assigned to us. My outfit was the 36th Engineers, bridge builders. I flew air evacuation for the MASH. I went to work for a hospital after I returned to civilian life.

ESQ: Well, that is sort of like "After MASH" in a way, isn't it?

Merwin: Hardly. It was a special kind of rest home for minor psychiatric disorders in New Canaan, Conn., largely for the very rich. Most of the patients suffered from neuroses and alcoholism. The food was superb. Money was no object. For one reason — food was part of the treatment. There was supposed to be relaxation and good nutrition at the meal hour. We had family-type dining room service. It was a time for socializing. For the clients and guests it was like being guests at an English manor house. We served high tea at about 4:30 in the afternoon, and we served dinner at about 7.

ESQ: How did you finally wind up with the Air Force?

Merwin: The surroundings were elegant, but the pay was not. So, after looking around, I went to work for the Air Force in 1954. I started out with the old Air Materiel Command at Wright-Patterson AFB, Ohio. They had a Services division. My job was in the food service facility design and equipment section. All this was under the Directorate of Transportation.

ESQ: Does this in any way relate to the old days with the Army and the Quartermaster Corps?

Merwin: I guess it did in an indirect way that went back to some point in time when the Air Force was becoming more and more independently organized. There would have been a natural tendency to borrow in a wholesale way on some of the existing organizational relationships. At that time we had similar functions to the Quartermaster. There is no question that the Air Force patterned itself after the Quartermaster function for its Services functions, with one exception — we also had photographic management in the Services division. We had no relationship to the AMC internal mission. Our responsibility was for everyone in the Air Force. When the concepts were put into an organization long before my time, the commands didn't have any of their own organic Services capability under their own command, because that's the way that the Army was in the old days. Everything went back to Washington, directly from base level. At some point in time the Air Force established a Services focal point at command headquarters. Within AMC, base commanders were responsible for their own base-level Services functions — for instance, at Wright-Patterson AFB. But, at the headquarters, we were responsible for the Air Force at large.

ESQ: How long did you remain at Wright-Patterson?

Merwin: This was the beginning of much shifting around in AMC. They moved us to Mallory AFS, Memphis, Tenn., about 3 years after I went to work. First the good news — we didn't take photographic responsibilities or ammunition surety. (Another mission that we didn't bring was mortuary affairs.) That left us with food service, commissary (subsistence supply was a separate mission), and laundry and dry cleaning. Now, the bad news. We only stayed in Memphis for about a year. And, just about the tail end of that time, the Defense Supply Agency (now the Defense Logistics Agency) came into being and they began assuming responsibility for equipment supply in all three of those

Merwin looks at the original hennessy Trophy, awarded to Donaldson AFB, S.C. After being lost for years, it was found in a basement at Charleston AFB, S.C., and returned to HQ AFESC.

areas.

ESQ: I am sure that Uncle Sam chose a bright, new place for your mission. Where did you move?

Merwin: We went to Marietta AFS, a satellite of Olmsted AFB at Columbia, Pa., the site for the strategic metals ore reserve — dirts and ores. It wasn't long before we moved over to Olmsted, which was the main base for the old Middletown Air Materiel Area. We were in an industrial management directorate. And, we had a great deal of autonomy. Nobody really fooled around with us because they didn't really know what we did; and they cared less as long as we didn't get them into trouble. In those times, for example, we were one of the few organizations that could go directly to command or to HQ USAF without going through the AMA headquarters. We stayed until they closed Olmsted in 1966.

ESQ: Is that when you moved to Philadelphia?

Merwin: Yes, we moved to Philadelphia as a tenant of the Defense Personnel Support Center. The rationale was that the DPSC had taken over the DSA responsibility for food. However, we also picked up the management of clothing and the textile office, which were already there. Needless to say, they were not excited about having an Air Force food service colonel come in to run the place. Then we were variously known as the Air Force Service Office and the Air Force Service Division. We had food service, laundry and dry cleaning, commissary, and the subsistence quality assurance program. We found that there were opportunities to improve the quality of the subsistence that was being procured by DPSC.

ESQ: I remember sending a young captain named Bobby Masters to write about you there. He started his article with a quote from W.C. Fields' epitaph — "I'd rather be in Philadelphia." I also remember the day we were told at Air Force Logistics Command headquarters that you folks were moving out of Philadelphia. Why?

Merwin: The key was an interservice study that called for separation of the commissary function. So, both commissary and subsistence supply went to Kelly AFB, Tex., and Services came to Tyndall AFB in 1979. Clothing and textiles stayed in Philadelphia. The clothing people remained a separately identified unit and, in effect, reported directly to the AFLC commander, but came under an AFLC directorate. General Wright was the Center commander at Tyndall. It was a new home, and we wanted to keep our team together. We brought down almost all of the professional and technical people. We had only two people in layout and design. Billeting was in the Pentagon, part of what we now call 'LEEH.

ESQ: Did these positions also move?

Merwin: Yes. And a couple of slots moved down on the Services side from 'LEE' — a total of about 10 slots. In the meantime, mortuary affairs left AFLC for a short time and moved to Randolph. Now we have them back with us.

ESQ: Throughout all of the moving around, it must have been difficult to keep a program like Hennessy going. How did you?

Merwin: It wasn't easy. First, we were just getting started when we were faced with one of the moves. When Mr. Hennessy died, he was working as an advisor to the Air Force on designing the facilities for the Air Force Academy. It was fitting that the Air Force food service competition committee decided to name the new award for him. However, the first program was not until 1957. We gave two awards the first year. The first award was given at the International Food Service Executives' Association in Ft. Worth in August of 1957. The next was at the NRA Convention in Chicago in May of 1958; with the next one at the Society for Food Service Management at the Air Force Academy in the fall of 1958. So, we had a tight schedule; we were under AMC at the time, and we were having to promote a tour program. It was hard getting organized. And my most difficult job was convincing the Air Force that there was a need for it. When we were still at Dayton, the guy given the task for this was Maj. Walt Pienkowski. I worked for him. Our first job was to go to the Air Force and talk with Vern Cordell, the chief Air Force staff food officer, and sell him on the program. They were interested — as long as it didn't cost any TDY money. They said, "Give it out at Bolling." We felt that Mr. Hennessy had bigger ideas. That's why we went to the leading three associations — NRA, IFSEA, FSM. We felt we should go to the FSM because they were basically in the cafeteria business, like the Air Force. We got representatives from NRA and IFSEA — John Smith of the Brown Derby in Dayton, and Ralph Kuenning from Columbus, Ohio. We got them at a table in Dayton, and we hatched out what we wanted for a trophy, and how we wanted to do the selection. They said, "We'll travel at our own expense if you'll pick up the transportation." Back then, it was all by the Military Air Transport Service (now the Military Airlift Command) and by aircraft assigned to the bases. AMC agreed that if everybody came through Dayton, they would support the trip. Back then, we had three categories — all geographic — central CONUS, European and the East Coast, Pacific and the West Coast. There were three teams. Sergeant Julius Boyd and I went to the West Coast and the Far East. On the first award, we didn't take industry along because of the time limits. We had two bases on the West Coast to evaluate and two in Japan. When we all got back, we got together in Dayton and picked the winners. Donaldson AFB, S.C., near Greenville, was the first winner. I had

First meeting of the Hennessy committee which chartered the award, and conceived of the trophy. Merwin is at right rear.

very little experience in the Air Force as a civilian. My knowledge of budgets and planning the Air Force way were limited, so we probably learned a lot. In later years, we learned that the overseas people felt we were biased in favor of the CONUS bases, and vice versa. The perception was all in the minds of the commands. So, we ultimately changed to new categories — multiple and single. That's how the original trophy which is on display at the Center was retired. Throughout most of the years, we had command representation. This helped to put to bed any rumors of favoritism. This provided facts instead of fiction and fancy. However, about 8 years ago we decided to drop command representation because we now had sufficient Air Force interest, and because we didn't have enough money.

ESQ: How did you finally get that Air Force top-level interest?

Merwin: One of the first programs was at the Air Force Academy. The Vice Chief of Staff presented the award. He ran into one of his buddies, who was president of a major food company. They talked about food service as productivity and morale enhancement in the workplace. So, our idea for the award got glowing reports, which were carried on up to the Air Staff. This cut out all of the confusion. As you can imagine, sitting in a division in AMC made it difficult to get to the level of the Vice Chief, so we used NRA — they went direct. It really caught the Air Staff's attention.

ESQ: What was the impact of the Hennessy at base level?

Merwin: Well, at our level and above, we used to agonize about the award every year. "Can we really afford to keep on doing this?" At the workshops in the 1960s, we had lots of time to talk with the people in the trenches. We learned that over the years the food services people had used the award as a lever or crutch to get things done. The base commander would encourage the civil engineer to begin working so the base might win the Hennessy trophy. Hennessy did more to upgrade the physical facilities than any other program could have, simply because it got the base commander in the loop.

ESQ: How would you characterize the first years with the Hennessy?

Merwin: A shoestring operation. I'll have to admit that had it not been for the really outstanding support that we received from the food industry, the program would have died. But, we had to do something; food service patrons are mobile now. Wendy's customer is our customer. This is an added expense for them, and it cuts down on the meals we serve. Fortunately, the Air Force decided to consolidate its food service facilities and get away from organizational dining halls, which was difficult because each commander wanted his own. Remember, in the late 1950s, we had a far larger customer base because fewer people were married and/or on separate rations. One result of an increased scale of operation is an increase in efficiency and productivity. So, in the late 1950s, when the Air Force entered a fairly extensive construction program of dorms related to dining complexes — originally a cluster of four dorms to a dining hall — it changed our economics. There was Buckingham Palace at Chanute and the Air Force Academy, where economy of scale was built in and somewhat supported by the student base of unaccompanied personnel. We finally settled on an 800-person, two-line operation; the original concept didn't work out. Just into the program, we changed to separate rations. Originally, there were fewer persons on separate rations. We had a large number of captive customers. Then, the separate rations policy was liberalized and a lot of people not eligible earlier took the option. Now we are competing with other base food service activities including the Exchange, and on some bases the civilian restaurant system. We are also competing with off-base facilities. If we don't compete well, it drives down the meal count, and that reduces the kind of drive that we need to uphold service.

ESQ: In the old days, I can remember tons of unused food going to waste on some days. Was this in any way reflected in the budget?

Merwin: For years, the food service budget was somewhat overstated, and it was protected; it was a sacred fund. Any surplus became a great year-end bargaining chip.

ESQ: One of the Hennessy travellers from this past cycle has a unique clipping from the Minneapolis *Star-Tribune* which was a revelation to me. Let me read it to you. "Military mess halls no longer 'feed the troops,' they 'serve their customers.' Breakfasts are made to order — and the eggs are real, not powdered. To add a little zest to the military menu, mess sergeants have taken to having regular 'ethnic nights,' when the menu focuses on, say, Mexican, Italian, German or Korean food. The menu one night at Shemya, the second to last island in the Aleutian chain, included *fresh* Alaskan king crab. Most bases have one special night a month when folks whose birthdays fell in that month are treated to steak and lobster tails. The reason for all this attention to the menu, including the contest (the Hennessy) that (Jack) Kozlak (a Hennessy traveller and NRA member) and his team were judging is that the the military services no longer have a captive audience. Shove creamed chipped beef on toast down their throats three mornings a week and many of those expensively trained folks are likely to quit. The result, Kozlak said, is that the 'Food is excellent; not gourmet, but really excellent stuff.' Creamed chipped beef still is served, he reported, but on a baking powder biscuit instead of a shingle ...er... a piece of toast."

Merwin: That's what Hennessy is all about, and he was right. When I say we've come a long way, I mean that there are bases which have a neon sign jungle just outside the base, offering everything from Korean food to Italian, from chicken to roast beef. Yet, our base dining halls are attracting and keeping their basic customer very well, and with it our people are getting better nutrition and are able to spend their money in other ways. But, the most important place for improvement was that tiny outpost in Turkey or in Alaska or Greenland where there is no downtown. Sure, it is institutional food service, but that doesn't mean it has to be anything less that the best. It's not gourmet, but really good food, well presented, in a well-designed facility. Everybody is reading and quoting a book called *In Search of Excellence.* We've been searching for it and finding it for nearly 30 years. I think that the Air Force can be intensely proud of the Hennessy competition and what it means — not for food service managers, but for the people who eat in our restaurants and dining halls. This is an outstanding example of military-industry cooperation and mutual benefit. I am personally proud of the Jack Kozlaks of this world, who leave their restaurants behind for up to 40 days, judging our best food service facilities, and telling us how to do a better job.★

A historic conference between the U.S. Air Force and the American Indians

Warriors

by Lt. Col. Ronald A. Torgerson

"Just as Plains Indian Warriors have done since the days when warheads were chipped from flint and tied to arrows, the builders of today's most modern and deadly nuclear missiles squatted on their haunches in a crude willow hogan."

There has been recent emphasis on the National Historic Preservation Act and the various cultural resources we all encounter in construction projects. The Air Force Regional Civil Engineer—Ballistic Missile Support (AFRCE-BMS) at Norton AFB has had a unique experience with American Indian cultural resources. A historic conference between the U.S. Air Force and the American Indians Against Desecration (AID) was held on the campus of the University of South Dakota from Sept. 11-13. (AID is dedicated to the recovery and proper reburial of American Indian remains that have been exhumed by scholars and government agencies, and which are stored in numerous laboratories or museums for study.) The conference may well have been one of the most important events in military/Indian relations since the signing of the treaties in the 1800s. It was ironic that Air Force officers in blue uniforms met with the Indians at the University of South Dakota just as U.S. Army officers in blue uniforms met with the Indians' ancestors at western outposts when the treaties were signed.

Lt. Col. Peter Walsh presenting a gift to medicine man Wallace Black Elk.

The Air Force, in its Final Environmental Impact Statement (FEIS) on the Peacekeeper deployment, identified the requirement to excavate up to 70 miles of Wyoming countryside for a hardened intersite cable system (HICS) and the potential interference with Indian burial grounds and sacred sites. The Air Force committed itself in the FEIS to further consultation with American Indian tribal councils to attempt to identify and avoid such sites in the deployment of the 100 Peacekeeper (formerly MX) missiles. These councils represented the tribes known to have been in the deployment area. Several attempts at coordination with 18 tribal councils failed to adequately identify potential conflicts.

In a letter from AID, the director suggested that AFRCE-BMS consult with the traditional Indian leaders (medicine men) instead of the tribal councils. After 6 months of meetings and other coordination, with AID representing the medicine men, AID and the Air Force agreed to hold a face-to-face conference with the traditional leaders. (The Deputy for Environment and Safety, in the office of the Deputy Assistant Secretary of the Air Force, designated Lt. Col. Peter Walsh, AFRCE-BMS/DEV, as his field representative in interfacing with AID.) The University of South Dakota was picked as a central location for medicine men from the Dakota (Sioux), Arapaho, Southern and Northern Cheyenne, and Plains Apache Nations who attended the conference.

Since this was the first time in recent history a meeting of this type with potential to establish a precedent in government/Indian

cooperative relations had been attempted, many observers from federal and state agencies were in attendance. The observers included: U.S. Department of Interior; U.S. Advisory Council on Historic Preservation; U.S. Forest Service; Air Force Engineering and Services Center; Strategic Air Command; state archeologists from Minnesota, Iowa, Illinois and South Dakota; and the Wyoming State Historic Preservation Office.

The purpose of the meeting was to help establish the location of known and suspected Indian burial or other sacred sites so the HICS route could be adjusted to avoid the sites. Second, it was to agree upon the procedures to be followed by the Air Force and Indians if Indian remains were accidentally uncovered in the Peacekeeper construction process.

The conference opened with a Lakota prayer given by Frank Fools Crow, a 98-year-old medicine man and Chief of the Lakota Nation. Chief Fools Crow chanted the prayer as he held Chief Crazy Horse's peace pipe above his head. This was significant as the pipe had never been seen by the public. He stated in Lakota, "I know that this pipe makes it possible for us to be here together, with one mind, peace; and to have a better understanding that we may work together from here on."

The conference was positive because the following agreements were reached:

- In private session, potential burial sites were identified on maps. One medicine man was designated by the Indians to walk the HICS route and identify any sacred sites or burial sites in conjunction with normal USAF archeological surveys.
- The Indians favored a trenching/cable-laying machine that prepares the trench, emplaces the cable and replaces the soil back into the trench in one operation. This is because it is assumed that uncharted remains may be disinterred. In this way, these remains would be returned to their original burial place.
- If Indian remains are accidentally uncovered, the Air Force will attempt to obtain them from the landowner, as they are legally his property, then carry out the reburial after consulting with tribal authorities.
- If a site uncovered during trenching operations is eligible for the National Register of Historic Places, the Air Force will notify the State Historic Preservation Office and, the Advisory Council on Historic Preservation and American Indians.

Conference session: Seated, left to right: Williams Means; Ms. Jan Hummil, director, American Indians Against Desecration (AID); Colonel Walsh; Roger Finzell, AID.

At the conclusion of the conference, the Indians treated Air Force representatives to a traditional Indian feast. The Air Force representatives reciprocated with presentations of gifts. Among these were special bronze medallions.

Culminating the evening's festivities was an invitation by medicine man Wallace Black Elk to four Air Force representatives to participate in a Lakota Sweat Lodge rite. The purpose of the ceremony was to pray to Tagashela, the great spirit, and cleanse the souls of the participants. The sweat lodge was dug into the ground with a 3-foot diameter by 2-foot deep cylindrical hole in the middle in which hot rocks were placed. The medicine man poured cold water over the rocks producing steam and the temperature in the lodge rose to approximately 120° F. During the 3-hour ceremony, as the Indian drums were beating, Lakota prayers were translated into English for our benefit.

Wallace Black Elk prayed for an end to the arms race, prayed for the President, and prayed for a better understanding among whites and Indians. At the end of the ceremony, all participants smoked the sacred pipe (commonly know as the peace pipe). The smoking material was a mixture of tobacco and additives such as bark of willow, dogwood and sumac. After the pipe was smoked by all, the medicine man finished the pipe in toto similar to the Catholic and Protestant rites of communion.

An important lesson was learned. We are responsible for dealing with nations within a nation when we negotiate the use of Indian lands. We must be conscious of the protocols, and demonstrate respect for the traditional ways of dealing with issues. The tokens exchanged are symbolic expressions, the value of which is to mark a momentous occasion, and our deep-seated mutual respect for each other.

For the Air Force representatives, the conference was an experience of a lifetime; but, more importantly, it achieved its goals. It demonstrated the Air Force's commitment to identify potential areas of Air Force/Indian interest; to avoid Indian burial and sacred sites, if possible; and to treat any Indian remains with the same dignity as we would expect the remains of our ancestors to be treated. Indian representatives and observers felt other agencies dealing with Indians on these matters should follow the Air Force approach. Since the conference, and using Air Force procedures as a model, the Indians have further consulted with other federal agencies to establish procedures similar to those developed at Vermillion. ★

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People, Places & Events of Interest

Honors

WALKER HONORED FOR TECHNOLOGY TRANSFER

Helping to transfer federal technology to the technical and scientific world earned Joseph L. (Joe) Walker a Special Award for Excellence in Technology Transfer presented by the Federal Laboratory Consortium.

Walker, who works for HQ Air Force Engineering and Services Center, Tyndall AFB, Fla., was cited for his work in advancing fire fighting technology.

The citation, presented May 9 at the consortium's annual meeting at Brookhaven National Laboratory, Long Island, N.Y., cited Walker, "for his success in aggregating the critical resources needed to significantly advance and transfer fire fighting agents, protective clothing and equipment for fire fighters in the United States."

Walker and the E&S Laboratory team have worked with industry and other research institutions to pioneer new technology for fire fighting covering a wide number of applications.

New firefighter equipment and crash and rescue equipment have been pioneered, along with many fire safety products which will greatly enhance the capabilities to protect vital resources.

Walker's director, Col. Robert Boyer, said, "We have made significant advances also in dealing with oxygen enriched atmospheres, protecting our hardened aircraft shelters, carrying out a physical fitness program for our firefighters, dealing with magnesium fires, using infra-red to guide fire truck turrets, testing solid aqueous film-forming foam, fuel neutralization, mobile tactical shelter fire protection systems, and remotely controlled robotic firefighters. There are many more. The team of our own researchers and those representing industry, the other participating federal research institutions, and the academic community, headed by Joe Walker, justly deserves recognition, and Joe richly deserves honors at the highest level."

AFCOMS COMMANDER GETS SECOND STAR

Maj. Gen. M. Gary Alkire, Air Force Commissary Service (AFCOMS) commander (center), gets his second set of stars pinned on by his wife, Ellen Margaret, and Lt. Gen. Leo Marquez, deputy chief of staff for Logistics and Engineering at Air Force headquarters in Washington, D.C. General Alkire, a 28-year Air Force veteran, was promoted Jan. 31. He is responsible for Air Force commissary operations at more than 240 troop support and commissary facilities located around the world. Previously, he was deputy director, Engineering and Services, HQ USAF.

HQ AFESC GETS AFOEA PENNANT

General Ellis and Colonel Smith put the AFOEA pennant on the HQ AFESC staff. At the left are Ben Meredith, Center technical director, and Roy G. Kennington, vice commander.

Achievements from October, 1978, to January, 1985, earned the first Air Force Organizational Excellence Award for Headquarters, Air Force Engineering and Services Center.

"Total commitment to supporting Air Force combat readiness with the best technology at the least cost, while greatly improving the quality of life for Air Force people," were cited by Maj. Gen. Clifton :D. Wright Jr., Director, Engineering and Services, Headquarters U.S. Air Force, in his nomination of the Center for the award.

Brig. Gen. George E. (Jud) Ellis, HQ USAF deputy Director, Engineering and Services, presented the award in ceremonies at Tyndall AFB, Fla. Outgoing HQ AFESC commander, Col. Jerry A. Smith, accepted the pennant.

First AFOEA for the Center, the pennant goes with the Air Force Outstanding Unit Award, earned in 1978 as the Air Force Civil Engineering Center.

The new award cited the Center's many missions, and the outstanding accomplishment of each, including "tremendous advancements for Engineering and Services support of the flying and fighting mission, often breaking new ground in the research and development of policy, procedures, training and equipment for more than 100,000 active duty, reserve and civilian personnel" who serve in USAF E&S units around the world, according to General Wright.

Covered by the award is the period Oct. 9, 1978, to Jan. 1, 1985, specified by Department of the Air Force Special Order GB 167, dated April 8, 1985. Any military personnel assigned under permanent-change-of-station orders to the Center or any of its detachments during the period are entitled to wear the AFOEA ribbon. Eligible civilian personnel can wear the AFOEA lapel pin. Personnel should visit the appropriate personnel office and have their records updated.

AWARD FOR VALOR

Saving the lives of two firefighters last summer at Davis-Monthan AFB, Ariz., has earned the Air Force Award for Valor for Eugene Ortiz, a lead firefighter with the 836th CES.

A backlash fire during training caught the two victims, who ran to safety, but away from the standby safety vehicle. Both victims were covered with flames.

Ortiz left the safety of the vehicle, used his own protective coat to extinguish the flames on one victim. He then turned his attention to the other, who was not breathing. Administering mouth-to-mouth resuscitation, he revived the other fireman.

In the meantime, the safety truck repositioned itself and extinguished the flames. Both firemen were quickly taken to the hospital for treatment and observation.

AFLC ENGINEER HONORED BY AFA

Alan W. Zukoski was among 12 award winners honored by Dayton's Wright Memorial Chapter, Air Force Association, at the tenth annual Logistics Awards Banquet held in April at Wright-Patterson AFB.

He received the Outstanding Engineer award, presented by Brig. Gen. David M. Cornell, HQ Air Force Logistics Command deputy chief of staff, Engineering and Services. Zukoski works for General Cornell in AFLC's Foreign Military Sales Construction division. Managing major construction in the foreign arena was cited in the award.

He worked on design and assistance contracts totaling $1.2 billion in facility construction by the Corps of Engineers for the Royal Saudi Air Force under projects Peace Sun and Peace Hawk (the F-15 and F-5 programs).

As acting deputy division chief, he exercised overall management responsibility for 13 major programs totaling $2.2 billion in foreign military sales construction.

IMA AT AFIT/DE RESERVIST OF THE YEAR

Air Force Reserve Capt. Larraine A. Kapka was selected as Air University's 1984 Air Force Reserve junior officer of the year.

She formerly was a full-time mechanical engineering instructor at the School of Civil Engineering, Air Force Institute of Technology.

As a reservist, she now teaches engineering courses in design and control of heating, ventilating and air conditioning (HVAC) systems. Her research in HVAC helped start Department of Defense-wide initiatives in design of control systems which should save the Air Force $130 million annually. Teaching is during her monthly training and during her 2-week annual training.

A professional engineer in Ohio, she is now writing a textbook on HVAC controls for use in industry and in education. Her degrees include the bachelor of science in Mechanical Engineering, the master of science in Industrial Management; and she is now working on a master's degree in Mechanical Engineering at the University of Dayton.

She has earned quality and performance awards in her civilian job at Monsanto Corporation's research center in Dayton, where she manages design and construction. She was named a senior engineer 3 years ahead of schedule. Her husband, Capt. Gary S. Kapka is a reserve transportation officer assigned to the 906th Tactical Fighter Group, Wright-Patterson AFB, Ohio.

Reservist of the year plaque is presented to Captain Kapka by Brig. Gen. James T. Callaghan, AFIT Commandant.

Chiefs

Blevins, William B.
Bolin, David A.
Buckles, Bob G.
Buckley, Ike E.
Butler, A.J.

Carothers, Samuel C.
Carpenter, Moore
Cooney, Frank J. Jr.

Daniels, Larry R.
Durr, Aaron T.

Ervin, Eric V.

Falardeau, Richard
Fetterly, Lyle L.

Gambill, Ronald E.
Gannett, Gerald W.
Garvin, Shelby L.
Gault, Homer B.
Giles, Paul P.
Gorge, William E.
Green, Dannie J.

Hanson, Michael E.
Holbert, Thomas E.
Hudson, John R.

Jones, Harrie Jr.
Jones, Rufus Jr.

Kalusky, John M.
Kaough, Howard J.
Klassa, Harold J.
Korleski, Eugene V.
Kosht, Floyd E.

Lambright, Michael
Latour, James E.
Latour, Robert T. Jr.
Loos, Peter E.
Lubecki, Walter S.

McMurphy, Douglas L.
McGowan, Edward G.
Medeiros, John S.
Mee, Vincent D. Jr.
Menchion, Bryant A.
Milliken, William R.
Mitchell, James L.
Moore, Charles H.

Nemergut, Paul S.

Pack, Thomas K.
Ploense, Kenneth C.

Ramey, John W. Jr.
Richardson, Charles
Rouse, Elmer L.

Saleeby, Anton E. Jr.
Sparks, Dennis O.
Stankewitz, Billy R.
Stokes, Landrus A.

Tate, Jesse
Taylor, Otto
Tompson, William V.
Turner, Robert G.

Walker, Charlie S.
Whitaker, James L.
Wiggins, Mack F.
Wolters, Billy C.
Woodard, Eddie G.

Promotions and Reassignments

Robert C. Greene (Pease) to GS-1173-09 Billeting Officer (Vandenberg) R
Cecil W. Lewis (Kadena) to GS-0801-12 Ch, Env/Contr Plng (England) R
Larry A. Carson (Andrews) to GM-0801-13 Ch, Eng & Plng Mgr (Andrews) P
James E. Ferguson (Grissom) to GS-1173-09 Billeting Officer (Norton) R
Thomas J. Green (Hanscom) to GS-1173-09/11 Housing Manager (Hanscom) P
John I. Schopf (Williams) to GM 0801-13 Dep BCE (Spangdahlem) P
Frank McGuire (Sheppard) to GS 0301-09/11 Food Srvcs Off (Sheppard) P
Jane C. Penny (Chanute) to GS 0801-12 Ch, Env/Cont Plng (Chanute) P
John R. Little (Ellsworth) to GS 1173-11 Billeting Off (Sheppard) P
Jayant B. Shah (Vandenberg) to GS 0819-14 Env Engr (Bolling) P
David D. Stone (Patrick) to GS 0810-13 Supv CE (Patrick) P
Edward J. Ahsam (Beale) to GS 0896-12 Supv IE (Hickam) P
Lloyd H. Vick Jr. (Nellis) to GM 0801-13 Dep BCE (Nellis) R
Bobby G. Bomgardner (McGuire) to GS 117-12 Housing Mgr (McGuire) P
Scott Wilson (Bolling) to GM 0801-13 Ch Tech Design (McGuire) R
Anthony J. Mangonaro (Hanscom) to GM 0801-13 Ch Tech Design (Hanscom) P
Cathleen Thorpe (CSB II) to GS 1173-09 Billeting Off (March) P
Hugh M. Stirts (Offutt) to GS 0819-14 Env Engr (Offutt) P
Michael L. Adkins (Dover) to GS 0801-12 Ch, Env/Contr Plng (Dover) P
John H. Liddy (Kelly) to GM 0830-14 Supv Mech Engr (Kelly) P
Allen Driemier (Whiteman) to GM 0801-13 Ch, Tech Design (McChord) P
James A. Alexander (Davis-Monthan) to GM 0801-13 Dep BCE (Sheppard) R
Jerry M. Morgan (Sheppard) to GM 0801-13 Dep BCE (Sheppard) R
Roberto Castellanos (HQ ANG) to GM 0808-14 Architect (Pentagon) P
Paul G. Hirsch (Bolling) to GS 1170-14 Realty Spec (Bolling) P
Robert J. Furlong (Bolling) to GM 0801-14 Gen Engr (Bolling) P
Billy C. Parker (Robins) to GM 0801-13 Ch, Cont Mgmt (Robins) P
William W. Harris (F.E. Warren) to GS 0801-13 Ch, Tech Design (F.E. Warren) P
Donald L. Barnes (Blytheville) to GS 0801-12 Ch, Env/Contr Plng (Blytheville) P
William Dunn (Ruislip) to GM 0810-13 Supv CE (Arnold) P
James C. Branson (Travis) to GS 0801-12 EMCS (Travis) R
Thomas C. Hom (March) to GM 0801-13 Ch, Eng & Env Plng (Vandenberg) P
Perry D. Potter (Ramstein) to GM 0810-13 CE (AFRCE-CR) R
Robert F. Damato (Shaw) to GM 0801-13 Dep BCE (Shaw) R
Elmer F. Duggan (Norton) to GS 1173-12 Housing Mgr (Eglin) C
David A. Swanberg (Mlps-St Paul) GM 0801-13 Dep BCE (Mlps-St Paul) P
Richard A. Jones (Pease) to GM 0801-13 Dep BCE (Pease) P
William E. Clauss (Laughlin) to GS 1173-09 Billeting Off (Laughlin) P
Dennis M. Firman (Misawa) to GS 0810-14 Struct Engr (Tyndall) P
Stanley W. Brooks (Ramstein) to GS 1173-13 Housing Mgt Off (Scott) P
Gene Ninnemann (Andrews) to GM 0801-15 Director Pgms (HQ AFSC Andrews) P
Robert E. Haddox (Eglin) to GS 1101-11 Billeting Mgr (Kirtland) P
Ernest Lomax (HQ SAC) to GM 0801-13 Ch, Eng & Env Plng Mgr (Columbus) P
John W. Jenson (Vandenberg) to GM 0850-14 Electrical Engr (Bolling) P
James N. Strotman (Ramstein) to GS 1170-12 Realty Off (Ramstein) R
Lampert P. Landry (Kelly) to GM 0801-13 Ch, Consulting Div (AFCOMS) P
William S. Clark (Tinker) to GS 0801-12 Corrosion Control (Lajes Field) P
Charles K. Baird (VRA) to GS 1170-09 Realty Off (Luke)
Clement Pfeiffer (Offutt) to GM 0801-13 Ch, Tech Design (Offutt) P
Francis Resta (Mather) to GS 0896-12 Supv Ind Engr (Travis) P
John L. Borodko (Holloman) to GS 1173-11 Housing Mgr (Luke) P

Hennessy:

SYMBOL OF

by H. Perry Sullivan Jr., Editor

One of the most prestigious awards in the Air Force is annually presented in Chicago, just before the National Restaurant Association convention. Symbolic of the finest in food service, the Hennessy Trophy is given to the base dining facilities which can measure up to a detailed evaluation by Air Force experts in food service and food service industry executives.

Behind the Hennessy is the complete backing of the NRA, the International Food Service Executives Association, and the Society for Foodservice Management. Their contribution is manifold, including volunteer evaluators, hosting the annual presentation, and providing overall support to the Air Force food service program as a patriotic gesture. It is one of the most unique relationships between industry and the Air Force since the founding of the Air Force as a separate service.

The industry representatives must be willing to stay on the go. Each year, four volunteers, accompanied by two Air Force officers, may travel in excess of 60,000 miles on a quest for excellence. Divided into two teams, the Hennessy Evaluators look into food preparation, service, presentation, employee courtesy, and customer acceptance at each of the bases nominated by Air Force major commands and separate operating agencies; measuring the management effectiveness in Air Force food service operations. Each of the two teams looks at different categories — one, installations with multiple dining facilities; the other, those with single facilities.

Air Force representatives this year were Maj. John D. Hopkins and Capt. Michael P. Filan, both of the Housing and Services Directorate, HQ Air Force Engineering and Services Center, Tyndall AFB, Fla. Traveling with Major Hopkins to evaluate the multiple category were Larry Hilaire, a past president of the NRA, Portland, Ore., and Fred Dunsmore, an independent food service consultant, Honolulu, Hawaii. Single category evaluators traveling with Captain Filan were Mrs. Deanna Hormel, director of Food Service at Hallmark Cards, Kansas City, Mo.; and Jack Kozlak, a private restaurateur at Shoreview, Minn., near Minneapolis.

The latter group saw Shemya AFS, Alaska; Bergstrom AFB and Goodfellow AFB in Texas; Cheyenne Mountain Complex and the U.S. Air Force Academy in Colorado; Castle AFB and McClellan AFB in California; Hickam AFB, Hawaii; Ft. George Mead, Md.; and RAF Fairford, United Kingdom.

The other group started at Chanute AFB, Ill., and proceeded to Ellsworth AFB, S.D.; Kirtland AFB, N.M.; Eglin AFB, Fla.; Maxwell AFB, Ala.; and Sembach AB, Germany. The multiple-unit evaluators spent about 3 days at each base, while the single-unit travelers spent about 2 days at each location.

Determining the winners is serious business. Before Chanute AFB and the Cheyenne Mountain Complex were judged winners, it took long discussions, note comparison, and intense application of uniform judgment. For the Air Training Command and the U.S. Air Force Space Command, the honor means renown throughout the Air Force and the restaurant industry.

Over the years, the evaluators and the Air Force sponsors have become personal friends. So, at the Hennessy presentation at Chicago's Palmer House Hotel, a special informal evening is planned each year as a sort of reunion between past military and civilian Hennessy travelers. This "fraternity" of travelers also gives a scholarship fund to one outstanding food service airmen seen by each travel team each year.

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Col. Reed Craig, the d
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Hennessy is extremely important to the Air Force. The Hennessy program, he notes, is a combination of a motivational program, quality system, and a process of raising standards — all of which combine to give the Air Force the finest military food service in the world.

Lt. Gen. Marc C. Reynolds, vice commander of Air Force Logistics Command, and this year's Hennessy keynote speaker, credits the Hennessy with being at the heart of the Air Force excellence program in food service, and a key contributor to turning USAF food service toward standards far higher than ever imagined at the outset of the Hennessy trophy.

An objective of the Hennessy awards program is the promotion and advancement of food service throughout the Air Force. "The Air Force is extremely fortunate, through a joint effort supported by the food service industry associations, to orchestrate such a prestigious award." said Colonel Craig. "The program is a product of both military and civilian food service people teaming toward a common objective — excellence in food service operations."

More than anything, General Reynolds noted, the Hennessy welds a team at base level which can bring together the magical combination of food, service,and customer satisfaction in the right facility environment. Maj. Gen. Clifton D. Wright Jr., Director of Engineering and Services, HQ U.S. Air Force, noted that the Hennessy reaches deep into the commands to set new standards, as each competition year begins. He also noted that it is frequently the combined talents of the Base Services people and the Base Civil Engineer making it work. "The Hennessy competition sets standards which are at the heart of our Air Force quality of life program. The people of the American food service industry have given us excellence as a standard."

Next year's presentation marks the thirtieth anniversary since the award was chartered. For HQ AFESC, the thirtieth anniversary celebration, culminating next May in Chicago, has already begun with planning of details.

For the winners next year, there will be the added incentive of making a place for themselves in the Air Force history books — "Winner, 30th Anniversary Hennessy Trophy Competition" — an exciting challenge.

OF THE BEST

PHOTOS: (Clockwise from top left)

Brig. Gen. Jack P. Ferguson, commander, 439th TAW, receives special Hennessy for 914th TAG, Niagra Falls, N.Y.

General Wright discusses the importance of the Hennessy competition with General Reynolds.

Maj. Gen. Joseph D. Moore, commander, Chanute TTC; Col. Thomas Schammel, deputy base commander; and members of Chanute's food service team.

Brig. Gen. Charles W. Bartholomew, assistant DCS/Operations, SPACECOM; Col. Duane E. Knutson, DCS/DE; Col. Laddie F. Bowman, support group commander; Hennessy evaluators Mrs. Deanna Hormel, Capt. Michael P. Filan and John (Jack) Kozlak, pose with CMSgt. Carl Crispin and the Cheyenne Mountain food service team.

AIR FORCE FOOD EXECUTIVE WINS TOP HONOR

The Roundtable for Women in Foodservice has named Germaine G. Gotshall as its 1985 recipient of the Pacesetter Award, one of the top individual honors presented by the group.

Chief of the Food Management division, Directorate of Housing and Services Center, Tyndall Air Force Base, Fla., she is responsible for overall management of the Air Force food service program.

Mrs. Gotshall was named in the business and industry category. Deanna Hormel, director of food service for Hallmark Cards, Inc., Kansas City, Mo., received honorable mention.

Among the achievements cited for Mrs. Gotshall were:

- Developing a menu for Air Force-wide use, consolidating seven area menus into one 30-day cycle worldwide menu.
- Automating the master annual food plan, which forecasts Air Force annual food requirements. She computed a nutritional analysis and annual costs.
- Leading the way in developing a feedback system, the first to give customers worldwide the opportunity to comment. The Department of Defense adopted the system.
- Working with the other armed services to develop a better way to compute the basic daily food allowance, and support needed legislation.

Mrs. Gotshall is on the Department of Defense Food and Nutrition Research and Engineering board. A veteran of 27 years service, her scope of management includes 639 food service facilities located on 184 bases, serving 87 million meals annually at an unprepared food cost of $110 million. She supervises 16 military and civilian employees in directing a labor, equipment, and supply budget of $385 million.

General Reynolds discusses Air Force food service program with Mrs. Gotshall.

SAC SERGEANT WINS SILVER PLATE

An Air Force senior master sergeant was chosen by the International Foodservice Manufacturer's Association as one of eight silver plate winners at this year's convention in Chicago.

SMSgt. Antonino (Tony) Bavuso, food service supervisor at F.E. Warren AFB, Wyo., was also featured in the prestigious *Food Management* magazine, which gave readers an in-depth view of feeding Strategic Air Command's missile crews and main base customers with excellent food, prepared and delivered using innovative techniques, by a tightly managed service organization.

A veteran of 23 years in the Air Force, Sergeant Bavuso is responsible for feeding 3,000 military personnel at the base and at 20 launch control facilities. He oversees the only central foil-pack preparation center in the Air Force. The quick-frozen foods are distributed to missile sites dispersed over 13,000 square miles of countryside. He supervises 132 military and civilian personnel, an $800,000 budget, and is responsible for $3.2 million in equipment.

He spent 33 months in Vietnam, the price for cross training into the food service career field. His life is the Air Force, and his profession is food service. His immediate superior, Lt. Richard Frazier, said, "I have a master's degree in food and nutrition, but I've never run a dining hall. Tony can do without me; I can't do without him." Lieutenant Frazier nominated Sergeant Bavuso for the award.

FIREFIGHTERS HOLD CONVENTION IN CINCINNATI

Lett, center, addresses convention.

Significant issues were briefed and discussed at the annual U.S. Air Force Fire Protection Conference, held jointly with the national Fire Department Instructors' Conference in Cincinnati Mar. 18-19, attended by more than 600.

In addition to hearing the overview on research and development at the Engineering and Services Laboratory (see the accompanying article on Joe Walker and Tecnotes), they were briefed on vehicle acquisition, operability and maintainability of equipment, manpower and command items of interest.

•Norman D. (Doug) Knowles, chief of Air Force Fire Protection Group at Headquarters Air Force Engineering and Services Center, at Tyndall AFB Fla., stressed the importance of the conference as a medium of communication, and as a method of bringing the fire protection community into the forefront of new procedures, technologies, and concepts. Col. Jerry A. Smith, HQ AESC commander, outlined the comprehensive list of initiatives being pursued by the Center in behalf of firefighters Air Force-wide.

•Maj. Gen. Jack W. Sheppard, chief of staff, Headquarters Military Airlift Command, Scott AFB, Ill., was the keynoter of the convention, addressing the role of the firefighters in the readiness of the Air Force to carry out its mission in peace and war. He cited the continual dedication of firefighters in the performance of duty, working around the clock, throughout the year, regardless of weather conditions and external threats.

•Brig. Gen. David M. Cornell, deputy chief of staff, Engineering and Services, HQ Air Force Logistics Command, briefed on the high-value damaging fires sustained because of contractor-associated fires. AFLC has formed a special group to investigate the fire losses, recommend better ways to cut the fire loss potentials, and making sure that contractors are fully subject to Air Force fire loss control procedures and regulations. Both of the major fires in AFLC were associated with contractors doing renovation.

•Vehicles were briefed by Col. John A. Reidy Jr., chief of the Vehicle and Equipment division, in the Transportation directorate, HQ USAF. He told conferees about Air Force acquisition plans covering the next 5 years. Being concurrently purchased are the P-19 crash rescue vehicle; P-15, the largest vehicle in the firefighting inventory; P-2 replacements; the P-18 water tanker; the P-8 pumper and its replacement, the P-21; the P-12 larger capacity pumper and its successor, the P-22; the P-13 replacement, the P-20 4x4 light truck on a pickup chassis; the P-10- rescue vehicle; and a new high-reach similar to one purchased earlier for bases having a need for 85-foot capability to rescue and conduct high-rise firefighting.

•Thomas J. Lett, chief of fire protection for the Air Force Contract Management Division, Kirtland AFB. N.M., briefed on the division's work in assuring fire safety among contractor-operated Air Force plant facilities.

•Phillip T. Gibson, civilian personnel specialist, HQ AFESC, Operations and Maintenance Directorate, explained the new criteria to be used in the position descriptions for fire chiefs.

•Tim Butters, Federal Emergency Management Agency, U.S. Fire Administration, Washington, outlined FEMA's mission and broad national responsibilities, and related these challenges to the role of the Air Force firefighter.

•James C. Goodbread, Chief of fire protection at Tinker AFB, Okla., outlined the problems associated with fire suppression during the Bldg. 3001 fire, one of the costliest on record.

•Capt. Harold L. Korntved, chief of the Fire Protection Training division, Chanute Technical Training Center, discussed the new education, training, and maintenance facility at the center; new directions in the training curriculum; and specific issues.

•Col. Richard T. Aldinger, Director, Information Management Systems, HQ AFESC, outlined progress to date in the work information management system relating to fire protection and the new advanced system being acquired.

•Dr. Loren M. Myhre, USAF School of Aerospace Medicine, Brooks AFB, Tex., outlined his research and test programs to date involving firefighter physical conditioning, and presented a new program concept calling for essential equipment needed to implement an Air Force-wide conditioning program.

Knowles, TSgt. Gardner, assistant chief of training and Larry Cole, chief, Williams AFB, Ariz.

tecnotes

COMPLEX TOXIC VAPOR DISPERSION MODEL — A computerized model has been developed to describe the transport and diffusion of airborne combustion products and unreacted vapors from an accident involving hypergolic liquid rocket propellants (hydrazine fuel and nitrogen oxidizer). HARM (Hypergolic Accidental Release Model) predicts the reactions between hydrazine and nitrogen tetroxide, including the reaction products formed and the heat released. This information is used to determine the combustion time and the height of the resulting fireball before it cools and disperses with the air. The chemical and physical interactions of the combustion products with air are considered as well as the dispersion of these products in the atmosphere. The printed output from the model includes isopleths of downwind surface concentrations and dosage levels of the combustion products. In March, HQ SAC began evaluating HARM for operational use on its hazard response computer system. (HQ AFESC/RDVS, Capt. Key, AUTOVON 970-4234)

REMOVING VOLATILE ORGANICS FROM GROUNDWATER — A pilot-scale field demonstration has successfully shown that packed tower aeration can remove water-soluble fuel contaminants such as pentane benzene, ehtylbenzene and xylenes from groundwater. Engineering design data, such as mass transfer coefficients and removal efficiencies at various air/water flow ratios, were obtained for four different plastic packing materials and 16 compounds. Removal efficiencies were generally greater than 90 percent for all compounds. The engineering data will be used to design a full-scale treatment facility at an Air Force location and will be reported in a technical report from the Engineering and Services Laboratory. (HQ AFESC/RDVW, Capt. Gross, AUTOVON 970-4628)

CRATER PLANER — An asphalt planer is being tested to remove the upheaved lip around runway craters. This machine will reduce the volume of materials around a crater that must be removed (and replaced) after an airfield attack. Test results will be used to specify modifications to an existing planer to tailor its operating characteristics to Air Force requirements around a crater perimeter. Test and evaluation will be completed by early FY 87. (HQ AFESC/RDCS, Capt. Vitucci, AUTOVON 970-6271)

IMPROVED SPALL REPAIR PROCEDURE — Four men in chemical warfare suits repaired 30 surface spalls in 40 minutes during a test conducted in January. The new method involved percolating hand-mixed polyurethane into aggregate-filled spalls. An air compressor blew debris out of the spalls while a dump truck dropped off sufficient aggregate-filled sandbags for each spall. The dump truck also towed a trailer supporting four 55-gallon drums of polyurethane. The repair team used buckets to combine the two components of the all-weather polyurethane before filling each spall. A comparable repair time using hand-mixed Silikal® is 2½ hours. (HQ AFESC/RDCR, Lt. Gardetto, AUTOVON 970-6324)

TYPE III HYDRANT FUELING SYSTEMS were developed in the early 1970s to deliver quality fuel at high rates needed to meet demands of Air Force bomber and transport aircraft through the 1980s. Early systems experienced serious operational problems. Fuel systems engineers and distribution personnel, representing government and private industry, met in Washington to discuss and identify system deficiencies. Revised Air Force standard drawings and specifications were completed in January, 1984, and have been distributed to design agencies as Air Force criteria. Key engineers and fuels personnel from across the Air Force again met in Washington during May, 1984, and established the standard 2,400 gpm pressurized hydrant fueling system as the Air Force basic Type III design. Downsizing the Type III fueling systems saves the Air Force about $4 million per system. Air Force Manual 88-15, currently under revision, will reflect these changes when published. (HQ USAF/LEEEU, Mr. Lee, AUTOVON 297-6239/4083)

ENERGY ANALYSIS TOOLS — The Energy Group released the Energy Conservation Opportunity Program for light industrial buildings (ECOP-II) to all major commands for optional use in conducting building energy technical surveys. Field tests of ECOP-II demonstrate that surveys and analysis can be accomplished on many Air Force buildings in 4 hours. The program is written in ANSI Standard FORTRAN, contains 40 standard energy retrofit opportunities, and works well on the Wang VS series computer. For more information contact your major command energy engineer or Capt. Tim Goodman, HQ AFESC/DEB, AUTOVON 970-6466. Refer to the Spring, 1983, ***E&S Quarterly***, page 36. (HQ AFESC/DEB, Maj. Cardinale, AUTOVON 970-6463)

ROLLER COMPACTED CONCRETE (RCC) is a zero-slump concrete placed with an asphalt spreader and rolled with conventional asphalt rollers to obtain density and surface smoothness. Tests by the Army Corps of Engineers indicate high flexural strengths are obtained due to the low water/cement ratio. They estimate savings of one-third to one-half when compared to conventional concrete. Experience is needed to improve design procedures and construction techniques, and to develop a performance history. (HQ AFESC/DEMP, Mr. Greene, AUTOVON 970-6334)

NEW AIRFIELD PAVEMENT DESIGN CRITERIA, design curves, and computer programs have been developed. These data, as well as an explanation of changes, will be furnished to the major commands. (HQ AFESC/DEMP, Mr Greene, AUTOVON 970-6334)

CORROSION CONTROL INITIATIVE — Dissimilar metals in contact can setup corrosion cells causing rapid metal loss. During their base-level surveying, the Corrosion Analysis Team (CAT) continues to see this type of failure on plumbing, heating, POL, and water storage systems. To prevent corrosion, dissimilar metals, used in any system, should be isolated with an insulating coupling and protected from water and conducting solutions. (HQ AFESC/DEMM, Mr. Neal, AUTOVON 970-6351)

USE OF AUTOMATIC RECTIFIERS IN WATER STORAGE CP SYSTEMS — Most large water storage tanks in the Air Force include cathodic protection systems (CPS) to avoid internal corrosion. We see many instances where automatic potential control rectifiers are incorporated into both new and replacement systems. Evidence shows that "automatic" is not always better. These units cost approximately $1,000 more than conventional rectifiers, yet fail more often and are more difficult to repair, resulting in longer down times. Use of manual rectifiers, together with the technique of supporting anodes from the tank roof, effectively eliminates these problems while still providing the "automatic" features of the more expensive rectifiers. As the water level drops, the anodes are exposed to air and the current is automatically reduced. CP systems simply do not require such precise voltage control to provide adequate protection. (HQ AFESC/DEMM, Mr. Lewicki, AUTOVON 970-6359)

ENERGY TECHDATA SHEETS (ETSs) on high-efficiency motors, fluorescent dimming controls, shared savings programs, daylighting design for energy conservation, infrared technology, and cogeneration were recently published and distributed to major commands and bases. Additional ETSs will follow. If there are subjects you would like covered in future ETSs, let us know. (HQ AFESC/DEB, Mr. Beason, AUTOVON 970-6461)

TECHNOLOGY TRANSFER — The Engineering and Services Laboratory has been honored by the Federal Laboratory Consortium for technology transfer on a number of projects, including:

- SAFECAN — An encapsulated extinguishing device, the product is designed as an automatic extinguisher for computer cabinets. Installation of these devices into computer cabinets will greatly reduce risk to critical electronic equipment, and significantly reduce design costs. Design has been completed, testing is underway, and a purchase description will be ready by next fiscal year.
- Aircraft Rescue Tool — This lightweight tool spreads and cuts structural components safely in a flammable environment. Introduction of the new rescue tool will result in significant weight reductions when compared to the powered tools now being used by the Air Force. Prototyping is complete. Modifications are being made to make the tool useful for the new generation fighter and wide-body aircraft. The tool is now undergoing developmental test and evaluation. The purchase description will be ready for FY 86.
- Firefighters Chemical Warfare Helmet — Providing protection in both thickened and gaseous environments, the helmet offers heat protection, 6 hours of filtered air and voice-activated communication. Construction and preliminary testing were completed earlier this year. The National Institute of Occupational Safety and Health (NIOSH) is now testing the unit. Purchase is slated for next fiscal year.
- Improved Breathing Apparatus — Weighing but 20 pounds, the 4-inch thick unit provides 2 hours of safe use. Already prototyped with preliminary testing underway, it is also slated for NIOSH certification this year and purchase next fiscal year.
- Firefighter Ensemble — Providing total fire and chemical protection in a CW environment, the useful safe life is 5 years. The 5-pound proximity suit, made of Kevlar®, is now available with the chemical undergarment currently being developed.
- Firefighting Vehicle Training Simulator — Offering realistic training in driver operations and aircraft fire suppression, the unit will save $3 million in training expenses annually. Conceptual design is complete, developmental test and evaluation is now underway, and acquisition is now being pursued.
- Aircraft Skin Penetrator Device — Provides rapid access to internal aircraft spaces makes it possible to extinguish fires quickly. Prototyping and developmental test and evaluations are finished, it is now ready for purchase.

These projects reflect the combined efforts of the E&S Laboratory, industry, other government and private research institutions, and the U.S. Air Force firefighters who helped identify and define needs and requirements. (HQ AFESC/RDCS, Mr. Walker, AUTOVON 970-6283)

LIQUID FUELS EVALUATION GUIDE — Published by HQ AFESC/DEM in May, it was written to aid the bases in developing a fuel facilities upgrade and modernization program as part of the Engineering and Services utility system upgrade program. It calls for the formation of a team to include a designated fuel facilities engineer, the liquid fuel maintenance supervisor, and the fuels management officer from logistics. This team will conduct a physical survey of their facilities, and select those options which apply from a list of generic projects. (HQ AFESC/DEMM, Mr. Mumme, AUTOVON 970-6357)

HVAC CONTROLS — Prototype heating, ventilating and air conditioning control panels are being tested before implementation in all future construction projects. The panels,developed by the Army's Construction Engineering Research Lab, are designed for simplicity, ease of maintenance, and standardization of control systems. Prototypes have been installed in HQ AFESC and are planned for installation via several pilot O&M and CEMIRT projects. When fully checked out, the panel will be incorporated into all future O&M and MCP projects. (HQ AFESC/DEMM, Mr. Wilson, AUTOVON 970-6361)

Whatever Happened To Bulldozer U

by H. Perry Sullivan Jr.

Whether it be a frosty winter morning, or an early spring showery morning, the equipment is fired up, and the bulldozers, graders, front-end loaders and dump trucks move out. Cutting into the sticky red clay can be a unique challenge, especially when chunks of rock start surfacing.

What appears to be the start of just another construction day at Dobbins AFB, Ga., is really a "classroom" for the HQ Air Force Reserve Heavy Equipment Proficiency School — "Bulldozer University." With two courses currently on the curriculum, one for 2 weeks and another for 6 weeks, the school's purpose is to give "hands-on" experience to reserve Prime BEEF heavy equipment operators who comprise the PB-4 Teams.

Civil Engineering students get classroom time in equipment safety, maintenance, basics of heavy equipment operational standards, and 90 percent "hands-on" time, doing actual projects in the Dobbins AFB environment. The school is aimed at the "Total Force" of the Reserve field—level organization which includes both Engineering and Services. Services personnel get food preparation, kitchen operation, menu planning, and experience in maintaining serving standards, while using field equipment.

Since the Services counterpart Prime RIBS, constitutes a necessary part of force beddown, the school also has a Harvest Eagle kitchen set mounted on a concrete hardstand, providing realistic training to Services personnel in a near-field environment. The result is one of the most highly productive proficiency upgrade programs in the Air Force, because students can eat in their own facility without conflicting with other base mealtime traffic, and without much of the transportation dilemma encountered elsewhere.

Units get people who can be expected to do their jobs back home, or when on deployment. This is why the "university" was formed in the first place. Reservists only have about 39 days of training per year, in addition to their work in the skill areas to which they are assigned. In this time they must also accomplish their professional military education, do unit activities, get their personnel work done, and fill the squares associated with medical records, commander's calls, etc.

Most units train 1 weekend per month. Unit annual tour is normally 2 weeks per year. During this time, most teams associated with Prime RIBS and Prime BEEF do real-world training in Europe, the CONUS, the Pacific at CONUS bases, or go through the Eglin AFB RRR training site. This kind of training by doing is necessary. Home station heavy equipment opportunities and food service operations tend to dry up with "contracting out," and this is causing a redefinition of what base level CE and Services units do in the peacetime environment. Therefore, special proficiency training was critically needed in support of the wartime mission.

Starting from nothing, Bulldozer U was created with excess, vintage equipment. Staffing was largely done with reservists on "man-days," normally for 89-day tours. Even with the optional extension given some instructors for another tour, the turnover in faculty was not desirable. Things worked out as long as the Air Force was long on man-days. But when the real-world situation heated up, man-days dried up. Just over 1 year ago, Bulldozer U was almost out of business.

HQ AFRES launched an intensive drive to preserve the school. First, they dealt with manpower. The leadership at HQ AFRES in the Engineering and Services deputate asked for and got 12 authorized positions, and initially got enough funding for five. For the first time, it appeared that the school was in business to stay.

Another problem was the equipment. First, it was too old. Some of it was in operation when senior Civil Engineering officers were cutting their teeth in the business. There was too much of it. When the door to the excess property centers was opened slightly some fairly useful equipment was allowed to drive through. "Fairly useful" meant that if you got one D-7 that almost worked, you had to get two nonserviceable D-7s for spares. The situation proliferated until nearly 150 pieces of equipment adorned the wooded hills around the school.

Furthermore, there was no table of allowance to cover the school, nor registration for any of the equipment. A senior reserve officer was assigned to work with the equipment managers of the Air Force to develop a TA set, and pare down the holdings to about 50 items that worked. This officer was also charged with getting the equipment properly registered.

Coming out of the rebirth process is a new and vital school. Matching equipment to need meant defining that need with a new and sharper focus. Many items of equipment were not consistent with the training purpose — Prime BEEF PB-4 teams. Cranes, useful in the upkeep of equipment and assisting in loading/unloading, were dropped from the training curriculum. So were ditchers, paving equipment and specialty articles of most descriptions. The big four items now consist of bulldozers, front-end loaders, graders, and dump trucks — the basics of the business.

Driving the need for the school is the diversity of background and experience available to the reserve unit. Many potential eligibles are part of the great migratory construction population. Some, who affiliate with a unit, have gotten off the trail, and are now working for the local government or a home-based contractor. Others had prior experience, and are just getting back into the fold. Still others are right out of high school. Some are recent military service first-termers who got out. The unit commander needed basic, hands-on experience in a tightly controlled teaching environment to unify the skills coming from these diverse resources.

Still another unique feature for the reserve unit is the relative seniority — job for job — when compared with line active force units. It is not uncommon to find a construction company owner working as a chief; or a design architect working as a Prime BEEF officer. Not only are experience and age higher, but the "gap" between the more senior and the newcomers is far wider. It was critical to bring the new people in the career fields up to a baseline.

The school has been successful from the start. Most units assign their PB-4 teams to the school as unit training. In fact, the 2-week course is in such high demand that there is a problem with scheduling a 6-week course.

Unit commanders also felt that basics — battery maintenance, welding, and hydraulics — were essential with the assumptions facing teams when they deploy. They may have to be relatively self-supporting. Just knowing about the different lubricant and cooling requirements of heavy equipment becomes important. This is now firmly built into the curriculum with the same "hands-on" way of teaching.

When Bulldozer U was about to start anew, they needed a group to function as the "prototype class." A group of Navy Seabees was taking their annual 2-week training at the naval air station side of the base at Dobbins. They became the shake-down crew for the school. Both sides benefited greatly.

Located just down the hill from the naval air station infirmary, the school isn't really over-endowed with space — not the kind of space needed to properly orient 300 reservists per year. So, they have taken on numerous base projects including recreational fields, parking lots, and other jobs where they can learn by doing.

One work site was leased from a research nonprofit corporation at Georgia Tech. Bulldozer U gets a place to practice grading and reshaping rock and dirt. When the research institution gets the site back, they will develop a radar test station doing work for the government.

Bulldozer U has not been ignored by the active forces. Last fall, during the first CONUS Prime BEEF Rodeo, many took tours of the school. In PACAF, it resulted in a command-wide proficiency curriculum similar to Bulldozer U. Some active units have inquired about the possibility of sending students.

The school was not designed to substitute for the heavy equipment operator course taught for the Department of Defense by the Army. The school is long and thorough. Nor is it designed to replace heavy equipment maintenance courses. The business of Bulldozer U is proficiency development. The Air Force has no place that does the specific job as efficiently or as effectively.

In the meantime, the reserve unit commander gets a more skilled member. The member gets a vocational orientation. This helps attract potential eligibles toward affiliating with units, since it also equips them with civilian skills.

Bulldozer U is alive and well, creating meaningful proficiency upgrading opportunities for Civil Engineering and Services personnel. With the continual growth of the mission assigned to the Reserve Forces, the school is on a firm footing for future requirements. They will never have more than an intramural football team, but they've got the best "quarry polo team" in the world. After getting off to a rocky start, Bulldozer U is here to stay. ★

"Home away from home"

by Dick George

Looking like the top half of a giant dirigible, the six portable warehouses built by the Air Force Reserve and the Air National Guard last summer at Spangdahlem AB, Germany, are each more than 50 feet longer than the world's largest aircraft, the C-5 Galaxy. Members of the 307th Civil Engineering Squadron, Kelly AFB, Texas, the 200th CES, Camp Perry, Ohio, and the 201st CES Flight, Ft. Indiantown Gap, Pa., erected their "home away from home" last summer in incremental training tours.

Designed to hold the varied construction equipment they'd use if mobilized, each cavernous 24,000 square foot building is 302 feet long, 57 feet wide and 30 feet high. They now house part of the 400 pieces of equipment assigned to the units, ranging from pneumatic jackhammers to 40-ton cranes.

This site in southern Germany would be the hub of operations if the specialized units were called upon to perform heavy repair in the European theater. By now, everybody in the Air Force knows that RED HORSE (Rapid Engineer Deployable, Heavy Operational Repair Squadron, Engineer) units can deploy their first echelon anywhere in the world on less than 2 days notice. Fully equipped to build almost any structure, these combat engineers are remarkably self-contained.

The combined Air Force Reserve and Air National Guard effort actually began more than 4 years ago. In response to a critical wartime need in Europe, the Director Engineering and Services at Headquarters U.S. Air Force (HQ USAF/LEE), was directed to preposition heavy civil engineering equipment in Europe. This was done to alleviate the potential time delays caused by limited availability of transport for this type of heavy, bulky gear. The reserve forces will deploy to their gaining overseas base upon mobilization. The equipment will be in place when they arrive.

Acquiring the equipment required extensive revisions to existing policies and programs relating to tables of allowance, and sets of vehicles and equipment considered essential to operating the civil engineering mission on a base. These new equipment sets are designed for wartime and contingency needs, and are not to be used in carrying out the day-to-day missions of the base on which they are housed. After extensive staff work, the equipment was programmed for Europe and procured with the cooperation of HQ U.S. Air Forces in Europe; the Director of Transportation for Headquarters U.S. Air Force (HQ USAF/LET), the advocates for vehicular equipment in the Pentagon; the Air Force Logistics Command and its Warner Robins Air Logistics Center (the Air Force manager of vehicle inventories); the Defense Construction Supply Center (the Department of Defense heavy equipment acquisition agency); and the Readiness Directorate, Headquarters Air Force Engineering and Services Center (responsible for readiness training and wartime manning for Engineering and Services).

Admittedly, there was some apprehension as the shiploads of heavy equipment embarked for Europe. However, the problem was not in transporting the equipment sets. It was the cold, moist, acidic climate. Stored outdoors, the equipment would corrode and the operability would deteriorate. So, the decision was made to shelter the equipment in hard-ribbed shelters. Each shelter is built on a concrete slab. Giant ribs, semicircular trusses made of steel, are firmly anchored to the concrete. The outer covering is an industrial-grade, heavy fabric. Each is large enough to efficiently house many of the big articles of equipment. Cost is minimal. But, who was going to put them up?

The 'Guard and Reserve took on the challenge of bedding down their own wartime equipment. Key to the cooperative effort was planning, together with close coordination between the base-level people, the Reserve and the 'Guard. Critical to success was the concept of using teams of sufficient size to achieve realistic goals. These goals were tailored to 2-week annual unit training deployments. As a result of the planning and cooperation, the annual deployments for 2 years were taken care of.

The project began in 1982 with surveying, preparation and grading of sites, and setting slabs. Then, last

Finished portable warehouse built by Air Force Reservists.

TSgts. Samuel E. Gandy, left, and Fred A. Tarver, reserve carpenters, work at a construction site.

spring and summer, the shelters were scheduled for being raised.

Lt. Col. Joe Feather, commander of the 201st, remembers that the 'Guard went in first and laid about 75 percent of the concrete. The Reserves moved in and did most of the erecting and finishing. It was a total team project, yet many of the Reservists and Guardsmen did not know it was a cooperative effort, because it worked so smoothly, and because elements of the reserve forces did their work in separate deployments. Being able to operate independently in teams of various sizes was a major asset.

Col. Walter L. Winters Jr., 307th CES commander, is proud of the mobility and self-sufficiency of the 18 officers and 400 enlisted men in his unit. "We take with us 38 Air Force specialty codes (AFSCs) including all of the Services people essential to carrying out our mission. We also have our own limited capability to defend ourselves, complete with 60mm machine guns and grenade launchers. Our medical resource includes a doctor and two medics. A communications radio net keeps us in touch with other combat forces worldwide. To give you an idea of the Services requirement, we carry 14 cooks, a field kitchen, and enough rations to operate self-sustaining for a month," he said.

Other unique RED HORSE capabilities include well-drilling, operation of a mobile concrete plant, and even quarry work to provide aggregate when required. Naturally "HORSEmen" are expert in runway repair. On the other hand, RED HORSE efforts can be turned the other way: their explosive demolition team can blow up sections of runways to deny enemy forces use of a base. Roads, bridges, or facilities are also fair game for destruction if necessary.

The 'Guard and Reserve units are composed of people from the traditional "all walks of life," whose civilian occupations reflect the broad spectrum of society. Some have jobs in heavy construction, but many teachers, salesmen, office workers, and others are members because of the challenge the rugged work provides and the exhilarating sense of accomplishment when a project is complete.

The training is hands-on and has taken the engineers to such far-flung locations as Alaska, Panama, Japan, Hawaii, and most locations in Europe. At all bases, they've had similar construction projects to complete, giving architects, engineers, sheet metal specialists, electricians, plumbers, welders, masons and other specialties a chance to work together as a team and at the same time polish individual skills.

Leadership concepts differ somewhat at the very top. Col. Phil Williams, commander of the 200th CES, Colonel Winters and Colonel Feather are all civilian employees of the Air Force when they are not in uniform. However, Colonels Williams and Feather are technicians working for the same unit which they join in wartime. Colonel Winters works for the Air Force Commissary Service, Kelly AFB, Tex., where he is chief of the Engineering division.

"Rapid" and "ready" are the key words describing the units' abilities to respond. These are key elements in the growing importance of Reserve and 'Guard Engineering and Services units. The Reserve will have a total of 60 E&S units by Fiscal Year 1987, while the 'Guard is adding another 'HORSE squadron.

While the "rivalry" between the Reservists and the Guardsmen may constitute a source for much discussion and humor, the invaluable boost in capabilities they provide for E&S in peace and war makes these reserve force components integral elements of our national defense capabilities.

The effort at Spangdahlem stands as an evidence of the abilities of the reserve forces to plan, work and get the job done together.★

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Engineering and Services Reservists...

Ready now!

by James Penn

The number of Engineering and Services specialists in the Air Reserve Forces (ARF—the Air Force Reserve and the Air National Guard) has grown from a few hundred in the early 1960s to over 15,000 today. Scheduled (and funded) growth through 1990 will drive total ARF numbers to well over 20,000. They will be a substantial element in the total Air Force warfighting capability.

The term "warfighting" is significant because, unlike their active duty counterparts, the Reservists primarily use their duty time for specialized training in the Prime BEEF and RIBS missions rather than in support of day-to-day base operations and maintenance.

This article looks at how and when that growth started and how it has been sustained at a steady rate for the past 2 decades—a growth rate rapidly bringing the Reserves into full partnership in the Total Force.

Although the heritage of the Air Reservist dates back to World War I, when the First Aero Reserve Squadron was formed and called to active service in France, the Reserve as we know it today really dates from World War II and Korea, where 147,000 citizen-soldiers augmented U.S. military forces. While Engineering and Services skills were represented during these mobilizations, they were small in number and lacked a defined role.

In 1959, less than 1,300 engineers were scattered across 15 Air Force Reserve Troop Carrier Wings. In July of 1960, the Air Force directed that the Reserve Air Installation Squadrons be redesignated as Civil Engineering Squadrons; however, it was not until the Air Force began to develop the Prime BEEF mission in 1964—including the Reserves as augmentees—that training goals could begin to be addressed or capabilities measured. The 1964 Engineering/Manpower Study Group advocating the Prime BEEF mission saw the original goal as providing an organized CE capability to cope with natural disasters.

A wartime, rapid response, damage repair requirement for Prime BEEF was not completely recognized until the RED HORSE proved it could be done (in Viet Nam) with small, highly specialized teams.

By early 1967, the number of Reserve engineers had doubled to around 2,800. Although they were

While heavy earth moving equipment does most of the work, finishing touches are provided by Sgt. Bobby Harrison, equipment operator.

Initially, the AFRES and ANG Command Prime BEEF officers were each manned with a Reserve Forces officer who had been previously recalled (Cuban Crisis and Pueblo Crisis) and who had experienced firsthand the problems addressed in this article. Both were majors at the time: Matthew M. Cafiso for AFRES and James H. Sams for the Air National Guard.

As a historical note, both remained on active duty, became colonels, and ultimately served as DCS/Engineering and Services for their respective commands.

identified with the Prime BEEF mission, no one believed they could really go to war with any degree of success (including the Reservists themselves, who were too often tasked with projects of questionable mission value, like cutting the grass and changing light bulbs). Much potentially valuable training time was burned for lack of real direction.

A naval incident, the capture of the USS PUEBLO, pulled the Reserve engineering program together.

Air Force response to the 1968 Pueblo Crisis included the mobilization of five AFRES C-124 wings and several ANG fighter units. Reserve Forces civil engineering resources were dispersed AF-wide. TAC decided to test, for the first time, the question of whether Reservists could produce to regular AF standards in an active duty environment.

TAC OPlan 20 deployed the CE elements of ANG Combat Support Squadrons (20- to 30-man elements) to active duty bases for project training. On a less structured basis, MAC was also "pressing to test" AFRES engineers at CONUS bases as well as in Southeast Asia and Korea.

Reserve engineers began to establish credibility with the active force the old-fashioned way. They earned it with 18-hour days, 7-day weeks, and, to paraphrase the comments of many BCEs, an "unbelievable dedication to getting the job done." The aggressiveness and personal skills displayed by these small groups reminded many regulars of the "can-do" attitude of the larger RED HORSE units. They were promptly dubbed the "Pink Pony" of the Air Force.

Not really flattering, but this was a beginning!

Although individual ability and initiative had been demonstrated, unit capability and military skills were low and the ultimate value of the Reserve Forces to the military posture of the nation was difficult to predict. The force lacked unit mission direction, was poorly equipped, and was not trained to do its job in a hostile environment. Significant changes were needed in management and training programs.

Leading the initiative was Maj. Gen. Guy Goddard, the USAF Director of Civil Engineering, whose major force objectives included "establishing, training, and equipping ANG and AFRES civil engineering units to supplement the Air Force mobility forces."

MAC and TAC looked at the problem independently; but, in conjunction with Guard and Reserve managers, came to identical conclusions:

- Each unit had to be organized as a separate flight attached directly to a flying unit instead of being an integral part of a support unit;
- Each unit had to be trained under a time-phased specialized training program to common standards established by the Air Force;
- During annual active duty training periods, units had to deploy either to active duty bases for project training or to specialized training sites for training under field conditions.

In 1969, a special office was established in the Civil Engineering Center at Wright-Patterson AFB to act as a central advisory agency for the Reserve Forces. Concurrently, Reserve Resources (Prime BEEF) Planning and Management agencies were established at the headquarters of both the Air Force Reserve and the Air National Guard (see box, below).

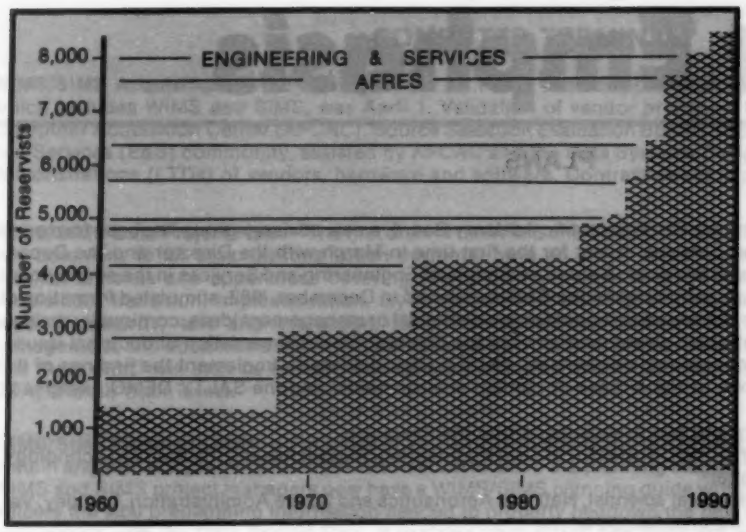
Unit reorganization took place in the 1969-71 time frame while the Air Staff and active duty and Reserve commands scrambled to establish firm deployment schedules, identify projects, and provide the necessary logistical support. The training concepts incorporated in these plans were new, not just to the civil engineers but to the Reserve program in general.

By the end of the 1972 summer active duty training period, each of the Prime BEEF units had completed a prescribed 3-year training schedule and had undergone a combat simulation program conducted by the Civil Engineering Center at Wright-Patterson AFB, by TAC at Eglin and Nellis AFBs, and by SAC at Westover AFB.

Reserve Forces engineers, originally recognized only as dedicated and skilled *individuals*, were now being praised as highly effective *teams*—with a track record of significant project accomplishment for their active duty hosts.

The program continued to demonstrate that deployment training led not only to more capable units but also provided a valuable by-product of facility support to active bases. The force continued to grow. By 1975 the Reservists numbered 4,000 (with about twice that number in the Air National Guard). For a brief period (1975-76), an experiment was attempted: six 75-man squadrons were formed exclusively of fire fighters. It was a "knee-jerk" response to an active force shortfall

MSgt. Billie J. Clay, NCOIC Liquid Fuels, measures a section of the concrete foundation of the portable warehouse.



EDITOR'S NOTE: Source material for this article came from a review of a quarter century of back issues of *Air Force Engineering and Services Quarterly* conducted at our editorial offices and from a monograph "Prime BEEF/RIBS in the Air Force Reserve, 1968-1983" by Jerry Cantwell, AFRES Command Historian.

Year	Total Number	Change (+)
1960	1,275	
1968	2,840	1,565
1975	4,000	1,160
1983	4,700	700
1984	4,862	162
1985	5,593	731
1986	6,676	1,083
1987	7,734	1,058
1988	8,046	312
1989	8,343	297
		7,068

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in the 57XXX career field. The initiative was quickly dropped and the fire fighter authorizations later spread across all the existing squadrons. That proved to be a more effective technique for locating and training Reservists.

The final and most significant step moving the Reserve Forces into the Total Force came in the wake of the 1978-79 reposturing of all civil engineers into Contingency Force teams. These CF teams were identical in organization, manning, and skill-spread whether the team was active duty, Air Force Reserve, or Air National Guard. For the first time, AF contingency plans tasked AFRES and ANG teams to specific locations in response to wartime threats. Maj. Gen. Robert C. Thompson (HQ USAF/PRE) confirmed that "the retention and combat readiness associated with the stable Reserve Force structure represents a major consideration in our (USAF) contingency plans."

By 1982, the organization, training requirements, manning standards, and designed operating capabilities of Reserve and active units had completely meshed. The old images of the "raggedy Reserve" forces had given way to accurate impressions of force capability, and the 1983 POM directed and funded the growth of AFRES engineers from 4,800 to over 8,000 by 1989 (including RIBS teams which began to appear in the Reserve forces in 1979). During the current decade, the Air National Guard will grow to over 12,000 (also including RIBS teams).

Deployment training of Reserve teams has dispelled the adage that an asset, once used, is dissipated. Instead, the more the Reserve teams are used the greater their potential for future use. Today, all war plans task Reserve resources, and it is virtually impossible to find a MAJCOM or JCS exercise which does not involve Reservists. Gaining MAJCOMs now include TAC, MAC, SAC, AFLC, ATC, USAFE, and PACAF. Every active duty command annually identifies projects which they count on the Reserve forces to support with construction teams. Reservists augment active duty fire departments and dining halls year round.

Engineering and Services Reservists support a straight and simple mission—to fight alongside the active force—to be full partners in national defense, whenever and wherever needed—and, to be READY NOW! ★

Directorate of Engineering and Services

Current Emphasis

PLANS

Advisory Group — Sponsored by the Air Force Scientific Advisory Board, a new advisory group has been formed to support Air Force Engineering and Services. It met for the first time in March with the Director and the Deputy Director of HQ USAF Engineering and Services. A study of the role of Engineering and Services in the employment of airpower, completed by an *ad hoc* committee to the SAB, published in December, 1983, stimulated formation of the new advisory group. The group is a sounding board for new technical or management ideas, continually reviews the role of E&S in the employment of air power, and advises the Director on implementation of doctrinal issues.

Discussions included: the E&S operational mission; HQ USAF/LEE initiatives to implement the findings of the SAB committee report; performance of the airbase in conflict environments; and the SALTY DEMO exercise at Spangdahlem AB, Germany.

Composed of two SAB members and two associates, group members are:

- Dr. Robert Whitman, group chairman, Professor of Civil Engineering, Massachusetts Institute of Technology, a member of the SAB weapons panel.
- Dr. John Houbolt, chief aeronautical scientist, National Aeronautics and Space Administration, Langley, Va., an associate advisor to the SAB's aeronautics panel.
- Peter Murray, former director of laboratories, HQ Air Force Systems Command, now chairman, Air Force Acquisition Logistics Center advisory group, and a member of the SAB's electronics panel.
- Dr. William Lehman, chief scientist, U.S. Army Scientific Support Laboratory, Fort Ord, Calif., former director of the Air Force Office of Scientific Research, and former director, Air Force Weapons Laboratory.
- Harry Sutcliffe, consulting engineer, a fellow of the Institution of Civil Engineers and the American Society of Civil Engineers, and a specialist in heavy engineering and tunneling. (HQ USAF/LEEX, Maj. Marshall, AUTOVON 225-7774)

CONSTRUCTION

Tempest/EMP — Requirements for the shielding of facilities are being closely scrutinized by the TEMPEST/EMP OPR at the Air Staff and MAJCOM levels. Validation of the requirement to provide TEMPEST shielding must comply with National COMSEC Instruction NACSI 5004/5 (S) and be certified by signature of the TEMPEST officer responsible for communications security. Facility shielding has been deleted from the design of many upcoming military construction projects by requiring strict adherence to this recently published NACSI 5004/5. DOD, SAF, Air Staff, and the MAJCOMs are all concerned that we are spending too much of our scarce construction dollars by being over zealous in shielding of facilities. (HQ USAF/LEEEU, Mr. Conklin, AUTOVON 297-6237/4082)

Review — A new policy letter, jointly signed by HQ USAF/RDC and HQ USAF/LEE, calls for joint review of facility design and construction documents by representatives from contracting and civil engineering. This answers findings of a recent functional management inspection (FMI) which noted significant problems in design documents leading to time extensions, contract changes to plans and specifications, and unplanned obligation of funds. Both in-house and contracted designs are subject to review a comprehensive identification of deficiencies before final acceptance of the design by the government. MAJCOM DEE and LGC functions will establish guidance and procedures for conducting the reviews. (HQ USAF/LEEE,Col. Mitchell, AUTOVON 227-4733; HQ USAF/RDCL, Ms. Flyer, AUTOVON 224-1634)

BILLETING

Billeting Training Films Distributed — Five videotape training films have been distributed to MAJCOM/DEHs for rotation throughout each command to enhance base-level training. The films are entitled: *Hotel Fire Safety; Making up the Room; Cleaning the Bathroom; Six Keys to Service;* and *Courtesy Is the Answer.* The films are based on commercial productions for the hotel/motel industry. The number of copies duplicated are limited by copyright purchase arrangements which prohibit further duplication of these films. Additional film purchases are in the offing. (HQ AFESC/DEHS, Lt.Col. McSwain, AUTOVON 970-6177)

Dormitory Management Training — A contract-developed dormitory management training program is nearing completion and should reach base-level audiovisual libraries around October of 1985. Services squadrons/divisions should negotiate with their audiovisual counterparts at that time to assure optimum use of the sound-on-slide product. The contractor used model dormitory management facilities at Patrick AFB, Fla., as the site for the filming. (HQ AFESC/DEHS, CMSgt. Reinders, AUTOVON 970-6211)

COMPUTER TERMINAL

WIMS/SIMS Acquisition — Bid closing for the Air Force Minicomputer Multiuser System (AMMUS) acquisition, which includes WIMS and SIMS, was April 1. Validation of vendor proposals began on April 9 at the Air Force Computer Acquisition Center (AFCAC). Source Selection Evaluation Board (SSEB) members from the Engineering and Services (E&S) community, assisted by AFCAC and the Data Systems Design Office, are conducting live test demonstrations (LTDs) of vendors, hardware and software. Contract award is projected for Sept.-Oct.

WIMS/SIMS Data Project Plan — The first draft of the WIMS and SIMS DPP is complete. It was sent for critical review and comment to all organizations which currently have an "early lease" system. This 136-page plan includes detailed annexes and appendices covering the following subject areas in detail: operational concept, design, acquisition, transition, implementation, lay-in, manpower, training, site preparation, communications, logistics support, security, test and evaluation, long-term operation, configuration management, system operation management, and documentation. After this initial review, the draft will be revised using this in-house E&S feedback. The "final draft" will then be formally coordinated with E&S and Information System organizations at MAJCOM, SOA, and Air Staff levels.

WIMS/SIMS Planning Guide — For those of you who are anticipating the arrival of the WIMS or SIMS minicomputer system and who are yearning for more information to aid in the planning stages, help is on the way. Your MAJCOM WIMS and SIMS project managers now have a WIMS/SIMS planning guide written specifically to give local project officers the vital preplanning information needed to properly beddown the new system. The guide is to be used in conjunction with the Data Project Plan. It explains what WIMS and SIMS are, and covers the important areas for implementation: facility requirements, communications, external coordination, manning, equipment and supplies, training, hardware, software, and documentation. If you don't have a copy of this guide, contact your MAJCOM WIMS or SIMS project manager.

COBOL and Typing — One lesson learned from our early WIMS/SIMS experience is that courses in COBOL (common, business-oriented language) and typing are important to get maximum benefits from the system. These are mission-related; therefore, base-level education and training people should support you. Everyone using WIMS/SIMS should have typing skills. At least one person in each branch should have some background in COBOL.

Integrated Graphics System (IGS) — In addition to WIMS and SIMS, we are investigating current computer-aided design and drafting (CADD) technology with an eye toward automating master planning, mapping, engineering drawings, and design functions. HQ Air Training Command is currently testing an Intergraph system that will provide valuable insight into the capabilities of currently available systems, as well as some of the associated problems and limitations of using the system in an Air Force E&S environment. We are planning to integrate the intelligent graphics data base with WIMS to provide immediate access to facility information for planners, fire department personnel, etc., thus providing an integrated information management/graphics capability. (HQ AFESC/AD, Col. Aldinger, AUTOVON 970-6455)

SIMS Billeting Prototype — A SIMS implementation team consisting of Pauline Broadhurst (Rhein-Main AB, Germany), Joan Michalski (HQ AFMPC/MPCS), Bob Holt (Eglin AFB, Fla.), Bob Bailey (HQ Data Systems Design Office, Gunter AFS, Ala.), Mike Wilson (HQ TAC/DEHH, Langley AFB, Va.), and MSgt. Robert Pelletier (HQ AFESC/DEHS, Tyndall AFB, Fla.), arrived at Davis-Monthan AFB, Ariz., on Mar. 8 to implement the Air Force prototype test of the automated billeting operation. Three weeks of hands-on training for base billeting personnel proceeded the startup. The billeting system went "live" as scheduled at 4 a.m., Apr. 1, and has performed as expected. On the day preceding SIMS activation, 375 in-house guests, 150 reservations and 211 receivable accounts were uploaded. These inputs, along with various other transactions, resulted in a total of 12,000 updates within the system software. On Apr. 1, a total of 500 transactions were recorded — 236 personnel were checked in or out, four cashiers collected $15,788 and the receivable accounts were reduced by 50 percent. The main attributes of the SIMS billeting system are: increased speed during the check in/out process; vastly improved control of available rooms; inventory management of supplies and saleable items; elimination of approximately 80 percent of the accountant's paperwork volume; strict cash accountability; and program management with real time data. (HQ AFESC/DEHS; Lt. Col. McSwain, AUTOVON 970-6177)

Engineering & Services Strategic Plan (E&S StratPlan) — In January, action officers designated as POCs for the StratPlan from HQ USAF/LEE divisions and HQ AFESC met in a 1-day workshop to review the automated StratPlan programs. Attendees developed many new ideas to enhance the current StratPlan automated input/output process and the usefulness of its data base systems AFESC/AD added these new inputs to the automated StratPlan programs and HQ AF/LEEX brought the revised system on line Feb.27. The main changes consisted of reducing the data base size and making the input/output process easier to access. In March, HQ USAF/LEEX installed the revised automated StratPlan at two of our major commands: HQ TAC/DE and HQ ATC/DE. TAC and ATC will use the automated programs within the E&S StratPlan to develop and enhance their own Strategic Plan. AF/LEEX will continue to work with the MAJCOMs in developing their own plans and determining interfaces with the HQ USAF E&S StratPlan. (HQ AF/LEEX, Capt. Rish, AUTOVON 225-7744)

OPERATIONS AND MAINTENANCE

Latest Flexible and Rigid Airfield Construction Guide Specifications include provisions for reducing payment to the contractor when specific quality is not achieved. These specifications have proven to increase the quality of construction. However, unit price contracts are required to adequately enforce these specifications. Unit price contracts are an approved and preferred method of contracting airfield pavement projects (FAR 36.207). BCEs are encouraged to work closely with contracting to ensure their use. (HQ AFESC/DEMP, Mr. Greene, AUTOVON 970-6334)

Presidential Occupational Safety and Health Goal — To implement the Presidential goal to reduce Federal worker injuries, HQ USAF/IGF formed an Air Staff working group with representatives from HQ USAF/LEMP, -SG and -IG. The plan of action included an initiative which calls for establishment of a Special Interest Item (SII) to assess supporting actions by wing and base-level organizations. The major impact will be on functional managers and supervisors and the assessment of their actions in assuring that workers comply with occupational safety, fire and health program requirements. (HQ AFESC/DEMM, Mr. Marcy, AUTOVON 970-6354)

Asbestos Control Program — Some time ago, SAF/MII directed us to establish an asbestos control program. We initiated sample surveys at six CONUS bases and two overseas bases to assess the magnitude of the asbestos problem and estimate the resources required to support an effective control program. When reports on these surveys are available we will develop guidance to expand this effort Air Force-wide, with minimum impact on other mission support activities. Current plans are to start surveys at all bases NLT October, 1985. Managers can anticipate some impact on FY 86 resources because some hazards identified in the surveys will require immediate correction. Other problems will impact FY 87 and future years. (HQ AFESC/DEMM, Mr. Marcy, AUTOVON 970-6354)

Update of Tables of Allowance (TA) — Reviews are being conducted for most civil engineering TAs (404, 423, 465, 467, 468, 483, 484, 486, 487, 488, and 489). Review panels, consisting of base-level craftsmen, make initial recommendations, to be reviewed by major commands before being submitted to HQ AFLC. Final recommendations are planned for submittal to HQ AFLC this summer. (HQ AFESC/DEMM, Mr. White, AUTOVON 970-6341)

Certification of Plant Operators — As of March, 1985, operators of water and wastewater treatment plants and systems have access to the Reciprocity Register operated by the Association of Boards of Certification of Operating Personnel (ABC). Nationally standardized exams for plant operators, collection and distribution systems operators, and laboratory analysts are now available. In an effort to bring the exams to the Air Force operator, arrangements have been made with HQ USAF/MPPE, to allow the base education officers on all bases to serve as official proctors for the sanctioning organization. For application information, write or call ABC 520 Grand Ave., Ames, Iowa 50010, (515)232-3623. Basic information is also available at major commands, DEM or DEV.(HQ AFESC/DEMM, Mr. West, AUTOVON 970-6345)

Procurement of Self-Help Natural Gas — An excess supply of natural gas, called a gas "bubble," is the result of increased production of gas coinciding with lower gas demands. Experts differ on the duration of this oversupply with some projecting the bubble to continue for several years. This market condition has resulted in opportunities for new and innovative contracting arrangements whereby the natural gas utility cost for large customers, such as Air Force bases, can be significantly reduced. Terms such as "self-help" and "direct sales" are used to describe arrangements where the user purchases natural gas directly from producers and contracts for its transportation through existing pipelines to the user's system. Several Air Force installations are now investigating the purchase of self-help gas and some are preparing solicitations for competitive procurement of the utility in accordance with the DOD Federal Acquisition Regulation Supplement — *Procurement of Utility Services* (ASPS 5, dated October 1, 1974). (HQ AFESC/DEMM, Mr. McDonald, AUTOVON 970-6352)

HISTORY

New Position — In the near future, there will be a full-time historian for Air Force Engineering and Services at HQ AFESC. This is to ensure that: annual command and unit histories include the contributions of Engineering and Services to overall mission success; the heritage of Engineering and Services — including accomplishments, organizational development and significant contributions — is properly documented; and a single focal point is available to support an aggressive history program for HQ USAF/LEE and HQ AFESC. (HQ AFESC/CC, Col. Kennington, AUTOVON 970-6101)

Museum Exhibit — As part of the effort to formalize our proud heritage, an initiative was begun by AFIT/DE and the Director of the Air Force Museum to assure proper recognition of Engineering and Services in the USAF Museum displays. Limited exhibits already exist, including the first bulldozer designed for air-transportability, and a quonset-type building used by British and American forces during World War II. Needed are insights and recommendations which have: archival properties; a significant relationship to the history of the Air Force; and, an obvious involvement of Engineering and Services. The AFIT/DE focal point is Capt. Young, AUTOVON 785-4552. (HQ AFESC/CC, Col. Kennington, AUTOVON 970-6101)

READINESS

WMP-1, Annex S, Update — The annual update of the Engineering and Services Annex S to the USAF War and Mobilization Plan, Vol. I, is complete. Substantial changes were made in both content and format. All references to "direct combat support" within the CONUS for E&S forces were purged from this annex. All references to CONUS wartime requirements are now referred to as "CONUS wartime operational support" and include both strategic mission support and nonstrategic CONUS sustaining requirements. The purpose behind this change was to reinforce the concept that there are few — if any — E&S activities in the CONUS which cannot be accomplished in wartime by civilians. Other changes include placing more emphasis on the civilian work force in the CONUS and assured host-nations support in the theater as resources that must be relied upon during wartime. In the Services area, more in-depth guidance and equations for determining services CONUS sustaining manpower requirements were added. (HQ AFESC/DEOP, Mr. Smith, AUTOVON 970-6128)

Volunteers Needed for Civic Action Team (CAT) — Volunteers are needed for the Civic Action Team (CAT), Trust Territories of the Pacific Islands (TTPI), Prime Beef Deployment 85-02. HQ AFESC/DEO is seeking highly qualified volunteers possessing the grades and AFSCs listed below:

Qty	Grade	AFSC	Title
1	Capt	5525	Team Chief
1	CMS/SMS	54XXX/55XXX	Team NCOIC
1	MSgt/TSgt	54270	Electrical Tech
3	MSgt/TSgt	55171	Constr Equip Tech
2	MSgt/TSgt	55273	Structural Tech
1	MSgt/TSgt	55275	Plumbing Tech
1	MSgt/TSgt	55370	Engr Asst Tech
2	MSgt/TSgt	47271	Special Vehicle Equipment Supvr
1	MSgt/TSgt	90270	Med Svcs Tech (SEI 496 Manditory

Outstanding staff sergeants may ask to be considered in the following AFSCs only: 551X1, 552X3, and 472X1. The TDY period will range from 240 to 252 days. All team members will return to their home station upon completion of TDY. Reporting date for the OIC and NCOIC will be Dec. 5; Dec. 8 for the senior mechanic (AFSC 47271); and Dec. 12 for the remaining team members. All dates are approximate. Members who complete the full TDY period will be awarded a new overseas duty selection date (ODSD), short tour return date (STRD), and date arrived station (DAS). (HQ AFESC/DEOP, Capt. Graham, or TSgt. Black, AUTOVON 970-6740/44)

Facility Substitute/Facility Similar Equipment — Emphasis on readiness and airbase survivability has led to increased development of new equipment and systems to meet operational need dates, air mobility, etc. In some cases, the equipment or system may be an interim substitute for a real property facility (such as an aircraft shelter), or may be similar in nature to a facility (such as a mobile tactical shelter with generator and air conditioner). AFR 85-10 currently allows civil engineering to maintain equipment which is similar to real property if the maintenance requirements exceed the capability of the using organization and are within the capability of civil engineering. HQ USAF/LEEX and HQ AFESC/DEMG plan to add maintenance and repair of applicable facility substitute/facility similar equipment (aircraft shelters, mobile tactical shelters, chemical protective shelters, air transportable shelters, etc.) in the reimbursable work paragraphs of AFR 85-12, chapter 4, and AFR 85-10, chapter 17. (HQ USAF/LEEX, Maj. Burns, AUTOVON 225-7744; HQ AFESC/DEMG, Maj. Chang, AUTOVON 970-6380)

ENVIRONMENT

BASH Conference — The first military bird airstrike hazard conference was held at Vandenberg AFB, Calif., May 13-16, and was attended by 140 people representing 70 Air Force bases, 14 Navy installations, and two Canadian bases. Also attending were representatives of the Federal Aviation Administration and the U.S. Fish and Wildlife Service. The conference covered:

- Airfield bird control;
- Operational changes to avoid birds;
- New research and developmental projects to increase the bird strike resistance of aircraft, including bird-strike-tolerant windshields, engines and composite structures;
- Providing increased bird strike avoidance; and
- Assistance in eliminating or controlling the hazards associated with birds striking aircraft.
- Updated information on how the next-generation radar (NEXRAD) will be able to automatically distinguish and track both weather and birds. (HQ AFESC/DEVN, Lt. Will, AUTOVON 970-6243)

CAREER CORNER

Professional Military Education — The number of ESCCMP nominees selected by the Air Force selection panel to attend the professional in-residence military schools starting in August, 1985, declines when compared to previous years. Competition is increasing in both quantity and quality. Although quantity is not a key element, there is certainly room for improvement — particularly from MAJCOMs and installations. The primary factor is the quality of the nomination packages. This year, it was evident that some nomination packages were prepared at the last minute. These were very quickly passed over by the Air Force panel. The ESCCMP training and development panel has stated that nomination packages of insufficient quality will be rejected at that level when they review the nominations for the FY 86 programs. This should not be necessary since the nominations will be routed through MAJCOMs and the weeding-out should take place at that level. To assist in improving the quality, the ESCCMP career team furnished sample copies of nomination packages to the MAJCOM/DEs. The local CCPOs survey their bases for nominees when the survey directive is issued by OCPO/MPK. Rather than waiting for that announcement to occur, refer to page 21, attachment 1, AFR 40-410, Training and Development, for the contents of the nomination package. The nomination will probably be required during the July-August time frame.

Executive Seminar Center — As was the case in FY 85, nominees for the FY 86 executive seminars were taken in July from the required training area of the Personnel Data System-Civilian (PDS-C). Registrants must have prepared for the action well in advance. The day of waiting until the last minute to determine future training requirements is over. Training must be planned well in advance in conjunction with planning one's career goals. Twenty-three of our ESCCMP registrants are attending ESC courses during FY 85. Let's hope our planning for training has increased and we have twice this number in FY 86.

AFIT Graduate Engineering Management (GEM) Program — FY 84 saw three nominations for the GEM program, with 12 in FY 85, and this number is expected to increase again in FY 86. Three are selected to attend each year. Future nominees should know that one of AFIT's requirements is an official copy of either the Graduate Record Examination or the Graduate Management Admission Test. These tests are not available just any time, so the latest time to start making arrangements to take the test is when you are nominated. The earliest time, if you have not already taken one of them, is ***NOW.***

Career Steps to Deputy Base Civil Engineer BCE — If the deputy BCE position is one of your goals, consider filling first-level supervisory jobs such as chief of Environmental/Contract Planning and EMCS engineer. Registrants who have held both these positions will be highly qualified for the deputy BCE position. If your career goals include higher level managerial positions, you need a variety of experience. When opportunities occur for you to be referred for one of the supervisory jobs, you should seriously consider the potential before saying "no."

Intern Programs — For the past several months, the Career Management team has been working on the Engineering and Services intern programs. Interest from applicants has been very gratifying. The program was so successful that after the first 18 engineering/architect positions were committed, authority was given to recruit additional engineers/architects. This has given our installations an unexpected opportunity to increase our professional work force beyond expectations. While the additional authority did not include housing and services positions, we are working to do so in the future. In addition to providing fresh professional talent, other plusses are: this provides each intern location additional manpower at no expense to existing manpower authorizations; and, intern salaries are centrally funded. (OCPO/MPKCE, AUTOVON 487-6843)

Housing Management (GS-1173 Series) - Supplementary classification standard guidance was issued Apr. 8 by the Office of Civilian Personnel Operations (OCPO). The guidance, sent to civilian personnel offices for trial application, represents the fruits of joint efforts by billeting managers, MAJCOM/DEHs, HQ AFESC and OCPO. The guidance was developed primarily to differentiate billeting managers factors from those factors in the base standard which lend themselves almost exclusively to military family housing. Key classification factors in the supplementary guidance deal largely with size of the billeting program and the complexity of problems related to program planning and management; and use of resources (money, supplies and equipment, and employes). Recognizing that this initial guidance will need further refinement, results of the trial application will be studied by OCPO and HQ AFESC before final guidance is developed and formally applied. (HQ AFESC/DEHS , Ms Linder, AUTOVON 970-6175)

AWARDS

Recognition Devices — Winners of the Air Force Engineering and Services awards listed in AFR 900-45 which were announced after Jan. 1, 1980, are entitled to wear the appropriate device. For military personnel, the device is the Air Force Recognition Ribbon. For civilian personnel, it is the Air Force Recognition Lapel Pin. Those who qualify must have the appropriate personnel office update individual records. This requires evidence of entitlement to wear the device. The Center will assist potential eligibles. (HQ AFESC/MPP, CMSgt. Ferrell, AUTOVON 970-6412)

IMAGE WINDOW

The IMAGE Team — Innovative Management Achieves Greater Effectiveness — but it takes teamwork. Our team is headed by Maj. Pat Coullahan. Members include Clay Jones, industrial engineer; Margaret J. (Peggy) Bentz, financial and maintenance management analyst; Marlene A. Ponshock, management analyst; Capt. John Bravo, industrial engineer; and CMSgt. John J. Grueter, a production control superintendent. The IMAGE team joins with the other five DEMG teams now focusing on issues related to IMAGE. The goal of IMAGE is to improve the wartime capability of base civil engineering while making peacetime performance more effective. The IMAGE window is your quick update on issues and events. (HQ AFESC/DEMG, Lt. Col. Hains, AUTOVON 970-6374)

IMAGE Model — Civil Engineering operations functional effectiveness requires the right people, training, supplies, transportation, tools and procedures to be employed on time, under effective leadership. We have reviewed mechanical, pavements and equipment, electrical, EMCS, structural and sanitation areas. We have identified many positive steps to obtain more effective BCE operations. Logistics and requirements functional area reviews are scheduled for July, followed by operations in August. The latter is a review of all the functional recommendations by Base Operations chiefs and superintendents. Results will be reviewed at the Worldwide O&M Conference in August. The final executive review by the senior E&S leadership will be at the Sheppard PRC in October. (HQ AFESC/DEMG, Maj. Coullahan, AUTOVON 970-6490)

Equipment and Pavements Functional Review Workshop — Conducted at Tyndall AFB Feb. 25-March 7, the review was carried out by a team having a total of more than 400 years of base-level experience.

- Combining Pavements and Equipment AFSCs was a recommendation. Loss of personnel, grade structure and professionalism were concerns of those opposed. Their concerns will be staffed by 'DEMG and presented to MAJCOMs.
- Restructuring equipment operator training was another issue. Those entering the career field now train on 11 pieces of equipment plus three crane attachments (hook block, clam shell, and dragline). Under the recommendation, the number of pieces taught at the entry level would be reduced to equipment the member would most likely operate during a first enlistment. An advanced 7-level course would provide formal training on the remaining equipment. Developing proficiency on equipment taught at the initial course would be the goal of the 5-level. There would be no restriction to expanding equipment skills should the need arise before the 7-level course. Advanced training would depend upon reenlistment. By tying specific training proficiency to each skill level, the grade and skills required should increase, and the persistent retraining problem should be eliminated. (HQ AFESC/DEMG, CMSgt. Grueter, AUTOVON 970-6400)

Request for Proposal — The RFP for the BCE Tool, Communications, and Workcenter Environment Study has been forwarded to prospective bidders. Proposals were due June 20. Award is scheduled for August after review by HQ AFESC, contracting and legal, and HQ Tactical Air Command. (HQ AFESC/DEMG, Capt. Bravo, AUTOVON 970-6391)

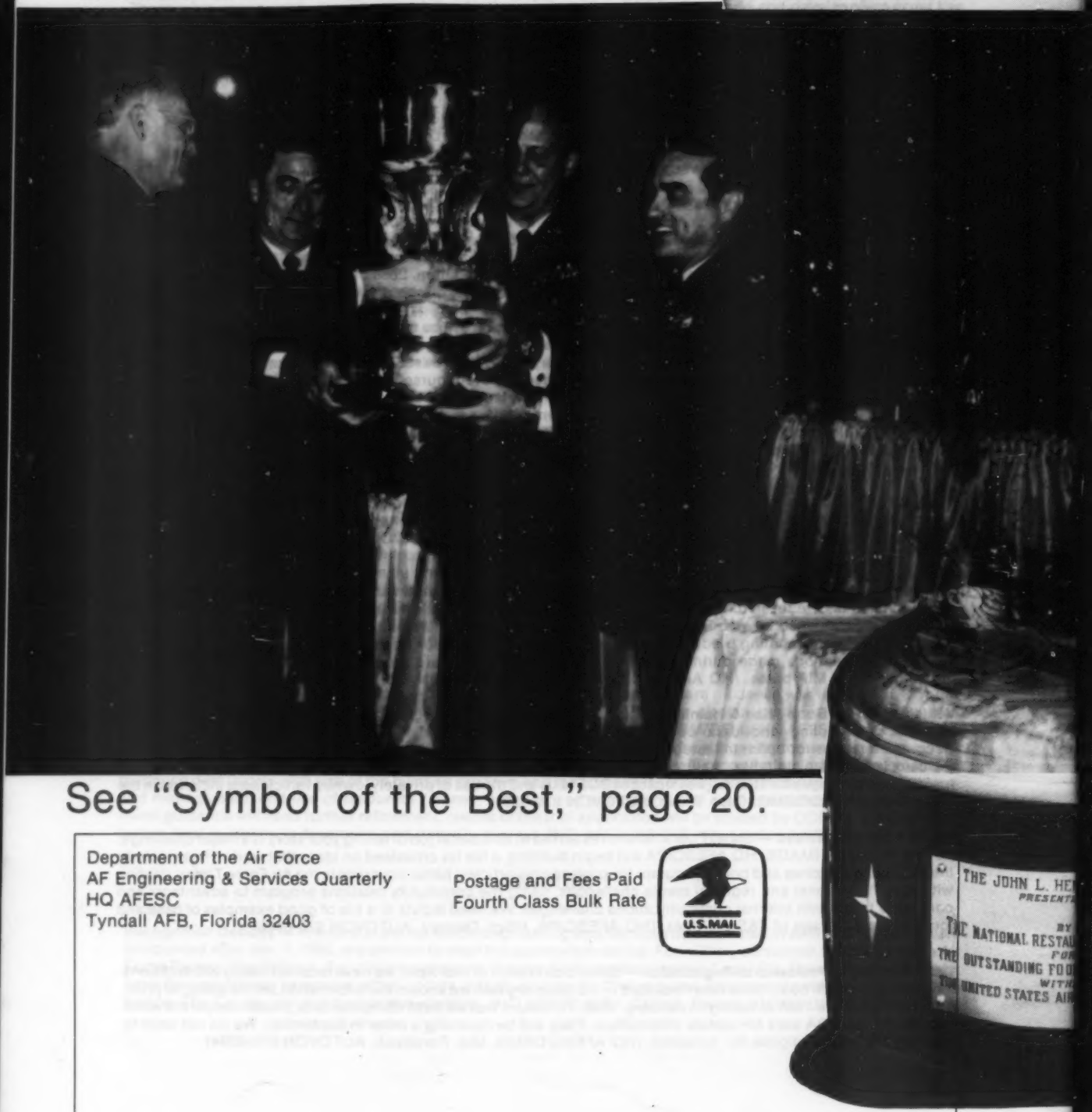
Model Installation Program — Moving ahead at an accelerated rate, MIP now has five bases added to the original five — Lakenheath, McGuire, Fairchild, Keesler and Langley. Command support is indicated by the 75 percent approval rate for MIP recommendations. Engineering and Services recommendations have an 85 percent approval rate. MAJCOMs are implementing tried and proven requests. Some are up for Air Force-wide adoption. Improvements and recommendations made during the IMAGE functional reviews are crossfed periodically to MAJCOMs for dissemination to MIP bases. (HQ AFESC/DEMG, Mr. Jones, AUTOVON 970-6465)

Vehicle Study — Booz-Allen & Hamilton received the BCE General Purpose Vehicle Contract Study in September, 1984. Work sampling and data collection from 14 Air Force bases worldwide was completed in April. Recommendations for optimum personnel-to-vehicle ratios by shop are being recommended by the contractor for inclusion in the vehicle table of allowance. The contractor is also developing standard general-purpose vehicle justification packages for BCEs. The impact of BCE taxis and the use of privately-owned vehicles are included in the study. (HQ AFESC/DEMG, Capt. Bravo, AUTOVON 970-6391)

Public Affairs Crossfeed — Using Public Affairs resources to do a better job of telling your story is a major challenge. As part of Project IMAGE, HQ AFESC/PA will begin building a file for crossfeed on ideas that work. These include the national magazines and books program for professional articles; better coverage in the *Air Force Times;* dealing with specific national and regional media challenges; using the community relations program to advantage; and coming to terms with internal communications challenges. We need inputs to a file of good examples of base and local media coverage of E&S activities. (HQ AFESC/PA, MSgt. Denney, AUTOVON 970-6476)

1985 Directory of Professional Registration — Since distribution in mid-April, we have received nearly 200 additions and revisions which could have been included in the directory had we known the information before going to print. We plan to print the 1986 directory in January, 1986. To ensure that we have complete data, please cooperate when your MAJCOM/SOA asks for update information. They will be receiving a letter in September. We do not want to miss anyone who is eligible for inclusion. (HQ AFESC/DEMG, Mrs. Ponshock, AUTOVON 970-6394)

General Reynolds hands the trophy to Maj. Gen. Joseph D. Moore, commander, Chanute Technical Training Center; Col. George (Tee) Romero, assistant deputy chief of staff, Engineering and Services, Air Training Command, and Col. Thomas F. Schammel, deputy commander, 3345th Air Base Group, Chanute AFB.



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AF Engineering & Services Quarterly
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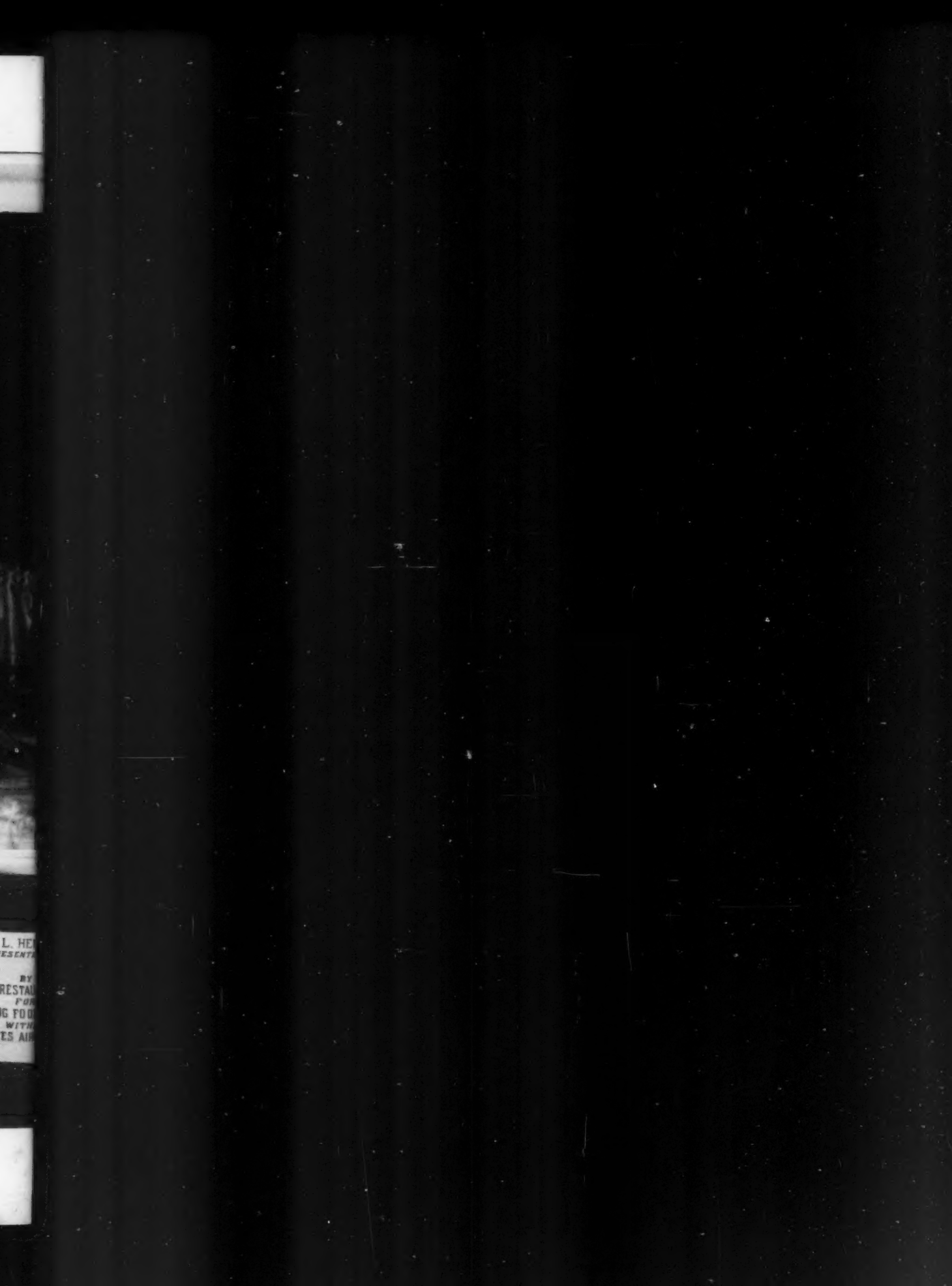
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